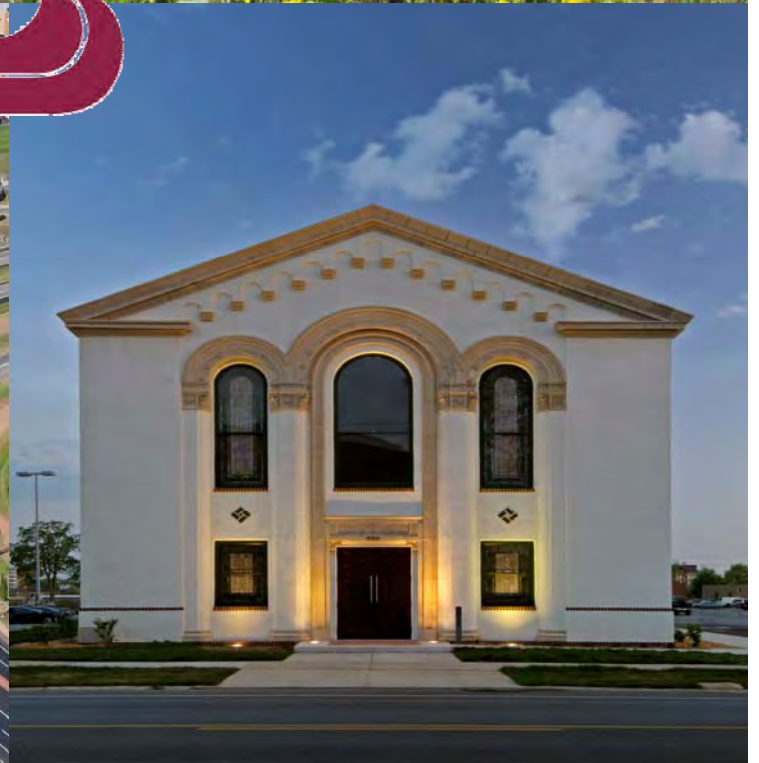


CITY OF SPRINGFIELD, MISSOURI

Proposed Annual Operating Budget Fiscal Year 2010-11



MISSION

The people of our community are the only
reason we are here.
Therefore,

We are committed to
WORKING WITH THE COMMUNITY
to provide ethical and responsible local government
so that everyone can enjoy the benefits
of living and working in Springfield.

We will achieve this through:

Integrity and Pride of Service
in everything we say and do, and with dedication to quality.

Cooperating and Communication
with one another and with citizens to ensure open government,
and open management with no surprises.

Continuous Improvement of Services
through cost-effective utilization of,
people, materials, equipment and technology.

Leadership and Knowledge
through staff training and development.

Innovation
in how we meet present and future needs of our city.



CITY OF SPRINGFIELD, MISSOURI

ANNUAL OPERATING BUDGET

JULY 1, 2010—JUNE 30, 2011

PREPARED BY THE DEPARTMENT OF FINANCE

Mary Mannix Decker, Director of Finance

Martha Mundt, Financial Analyst

Jennifer Severson, Financial Analyst



“Working with the Community”



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Springfield
Missouri**

For the Fiscal Year Beginning

July 1, 2009

President

Executive Director



"Working with the Community"

Municipal Officials

Mayor:

James E. O'Neal

City Council:

Nick Ibarra
Cindy Rushefsky
Jerry Compton
Scott Bailes
Bob Stephens
John Rush
Doug Burlison
Dan Chiles

Zone 1
Zone 2
Zone 3
Zone 4
General (A)
General (B)
General (C)
General (D)

City Officials:

Greg Burris
Collin Quigley
Dan Wichmer
Brenda Cirtin
Phil Broyles
Steve Meyer
Kevin Gipson
Mary Mannix Decker
Ron Hartman
David Hall
Jodie Adams
Sheila Maerz
Jeff Coiner
Ralph Rognstad
Mike Brothers
Vince Crunk
Gary Cyr
William Dowling
Chris Straw
Todd Thornhill
Jerry Berger
Becky Jungmann

City Manager
Assistant City Manager
City Attorney
City Clerk
Co-Interim Director of Public Works
Co-Interim Director of Public Works
Director of Public Health and Welfare
Director of Finance
Interim Chief of Police
Fire Chief
Director of Parks and Recreation
Director of Human Resources
Director of Information Systems
Director of Planning and Development
Co-Interim Director of Public Information
Co-Interim Director of Public Information
Director of Aviation
Director of Workforce Development
Interim Director of Building Development
Chief Municipal Judge
Director of Art Museum
Director of Emergency Communications

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“Working with the Community”



April 30, 2010

TO: Mayor James E. O'Neal and Members of City Council

RE: FY 2011 Operating Budget

In accordance with the City Charter, the Fiscal Year 2010-2011 (FY 2011) operating budget is presented for your consideration. The City continues to struggle to manage the budget during the worst recession since 1940. My commitment to you and the community to balance the General Fund operating budget each quarter has resulted in \$4.6 million of cuts from the adopted FY 2010 budget. FY 2010 General Fund revenues, in total, are approximately 7%, or \$4.9 million, below the FY 2010 budget estimate. Sales tax revenue, the largest revenue source within the General Fund, is down approximately 8% thus far in FY 2010. The FY 2011 revenue projections are developed based on this declining revenue base. In the development of the budget, my three primary objectives were to increase funding for public safety (this area has been hit the hardest by the hiring freeze), develop a budget based on realistic assumptions without using the rainy day fund or other non-recurring revenue to balance the budget, and to fund the most critical service needs while restoring some of the funding eliminated from departments' budgets.

ECONOMIC OUTLOOK

The Springfield Metropolitan Statistical Area (MSA) has traditionally been resilient and weathered economic downturns and recessions smoother than other parts of the county. The recession that started in the fourth quarter of 2008 has impacted the City more severely than expected, and the recovery has been slow. The City relies heavily on sales tax revenue, which constitutes 53% of the General Fund and is generally a good indicator of the overall condition of the local economy. Sales tax revenue, a lagging indicator, started a downward trend in November 2008. Revenue has continued to decline through April 2010. As of April, year-to-date sales tax revenue was 8% less than April FY 2009. In the first quarter of 2009, when we were developing the FY 2010 budget, we anticipated the economy would begin to recover in the second half of the fiscal year. This did not materialize; revenue has declined every quarter, and we expect sales tax revenue to be 8% below FY 2009 at the close of the 2010 fiscal year.

In February 2010, the Missouri Department of Economic Development reported 9.2% unemployment in the Springfield Metropolitan Statistical Area (MSA). This is below the State unemployment rate of 10.1% and the national rate of 10.4%. Unemployment appears to have stabilized over the last few months, and we are hopeful the rate will decline in FY 2011. I do not believe we will begin to see significant recovery in sales tax revenue until the unemployment rate improves.

OFFICE OF THE CITY MANAGER

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phone: (417) 864-1000 fax: (417) 864-1912
homepage: www.springfieldmo.gov e-mail: city@springfieldmo.gov

Springfield's property values have historically been very stable. While the City did experience an increase in property values during the growth periods from 2003-2008, it was not as dramatic as other parts of the country. Likewise, as real estate values declined nationally by double-digit amounts during the last few years, Springfield's values have not experienced declines as significant. Overall, the assessed value for the City increased 3% from 2008 to 2009. This is welcome news for the Parks Department, Health Department, Art Museum, and capital improvements funding that all rely on property tax revenue as a major funding source.

Despite the recession, the City has experienced some positive economic news over the last several months. The health care industry is an important component of the Springfield economy, employing over 16,000 people and servicing a regional population of over one million. The two major hospitals in the community continue to expand and add new facilities. Over \$80 million of new facilities are projected in 2010-2012. Higher education is also a major contributor to the Springfield economy. Missouri State University has broken ground on a \$29.7 million recreation center. Drury University will open a new \$16 million event center in September. While none of these entities pay property taxes, these are positive economic signs regarding the City's health. Expedia will lease 59,000 square feet of the recently vacated terminal building at the Springfield-Branson National Airport. Revenue from the lease will provide the Airport with additional non-aviation revenues, adding more diversity to the Airport's revenue structure. Finally, Kraft Foods' Springfield plant is planning a \$9 million expansion, which will add capacity and new jobs to the community.

FISCAL MANAGEMENT DURING FY 2010

Springfield, like many cities across the nation, has been challenged to provide core community services while operating in an environment of declining revenues. At the start of the fiscal year, sales tax revenues dropped 10% below the prior year, and FY 2009 revenues were below FY 2008 levels. Unprecedented declines have been experienced in several major revenue sources, such as building development fees, Municipal Court revenue, and payments in lieu of taxes (PILOTS). The revenue picture has improved a bit during recent months, but total revenue in the General Fund is expected to be 2.5% or \$1.7 million lower in FY2010 than FY 2009 revenue, excluding revenue from telecommunications lawsuit settlements.

During the year, I committed to you that we would recognize the decline in revenues quarterly and adjust the budget throughout the year in order to balance revenues with expenditures. In total, for the first three quarters of the fiscal year plus an estimate of the fourth quarter, the General Fund budget is expected to be reduced by \$4.9 million or 7% from the adopted FY 2010 budget of \$71.4 million. The hiring freeze in effect since January 2009 will have saved \$2.3 million by the end of FY 2010; departments have cut the remainder from their operating budgets. Budget cuts of this magnitude impact services to the community. Currently, there are 200 vacant positions at the City; 132 of these are attributable to the hiring freeze. Department directors have chosen not to fill the other 68 positions due to concerns about the short-term stability of revenue. This means there are fewer police officers, fire fighters, Public Works employees, planners, building inspectors, Public Health staff, and other staff serving the community.

The remaining staff is handling the increased workload and, in some cases, doing the work of two employees. We have tried not to reduce public services any more than we did in developing

the FY 2010 budget, when \$5.7 million was cut from the budget, but an organization cannot sustain in this mode for very long. If the economic recovery does not occur soon, we will be forced to eliminate additional services. I remain hopeful that will not be necessary.

In addition to the hiring freeze, I have asked staff to further reduce their department budgets. Over \$1.3 million has been cut from department budgets in FY 2010. Virtually every employee and every department has been impacted by the budget cuts, from fewer positions, not replacing worn-out equipment, elimination of functions, and involuntary furloughs. This has been drastic, but I feel it is important to operate within the available revenue base and position ourselves strongly for the economic recovery.

REVENUE OUTLOOK

The proposed FY 2011 budget presented for your consideration reflects a fairly conservative revenue estimate. As you know, we must project revenue for the FY 2011 budget before we know what the current year's revenues will actually be. In FY 2010, sales tax revenue is projected to decline 8% or \$3 million below the FY 2009 actual sales tax revenue level. We are projecting sales tax revenue to remain flat in FY 2011, meaning we anticipate the FY 2011 sales tax revenue to be equivalent to our projected FY 2010 actual level. The FY 2011 budget for the 1% sales tax in the General Fund is \$35.3 million; this is \$3 million or 8% less than FY 2009 actual. Although nationally there are some signs of recovery, economists believe that it will take several months for the unemployment rate to show significant improvement. While I am generally optimistic about the future of the long-term economic recovery and Springfield's future, I do not anticipate a significant improvement in retail sales until the unemployment rate improves.

Revenue from property tax is projected to remain unchanged in FY 2011 compared to FY 2010. Although the assessed value increased in FY 2009, projections for FY 2010 are flat. A provision in the Missouri Constitution limits the permitted increase in property tax revenue to the increase in the consumer price index. The 2009 consumer price index showed negative growth. Given the low rate of inflation, this is not expected to change in FY 2010.

Revenue from building permits and fees is expected to decline \$200,000 (or 12%) since the pace of development has slowed significantly. Payments in lieu of taxes (PILOTS) are expected to decline \$905,000 or 7% primarily due to the historically low cost of natural gas. The estimated revenue from PILOTS, takes into account scheduled rate increases for electric and gas utilities.

EXPENDITURES

In November, Springfield voters passed a ¾-cent public safety sales tax. These revenues will be used exclusively to provide additional funds for the Springfield Police-Fire Pension Plan. This additional cash flow to the Plan of approximately \$28.5 million per year will allow the City to decrease its contribution rate to the Plan from 52.36% of Police and Fire payroll to 35%. These two actions resulted in a savings in the FY 2011 budget of \$3,926,000. A portion of the savings will be used to hire 30 police officers and two firefighter positions that were previously frozen.

In late March, the City received notice of a SAFER grant award that will pay the full salary and benefits for 13 fire fighters for two years. The City had 13 vacant positions at the time of the

grant application and could not apply for more positions than were vacant at the time, and the grant request cannot be amended. In total, the FY 2011 budget includes hiring of a total of 30 police officers and 15 fire fighters keeping with our commitment to public safety. The SAFER grant will save \$556,000 in FY 2011 and approximately that same amount in FY 2012. To maximize the likelihood that sufficient funding will be available in FY 2013 to retain these fire fighters when the grant expires, these saved funds have been designated for one-time expenses in the FY 2011 budget.

There are some other significant items in the FY 2011 budget that I would like to highlight.

- The City implemented a hiring freeze in January 2009, saving \$2.3 million in the FY 2010 budget. There are currently 132 frozen positions. In the FY 2011 budget, 45 of these frozen positions will be filled with 30 police officers and 15 fire fighters. Most of the remaining 87 positions are expected to remain frozen and will save approximately \$1,575,000 in FY 2011.
- Police and Fire employees in the Tier II Pension Plan were given the option to voluntarily move to LAGERS. The City has agreed to assist the employees in purchasing prior service credit at the time the employee vests in the LAGERS System in approximately five years. The estimated cost to the City is approximately \$1.5 million in five years (FY 2015). In anticipation of this expense, \$300,000 has been set aside in the FY 2011 budget. We expect to continue this practice for the subsequent four years.
- In addition to the frozen positions, General Fund departments were required to reduce their operating budgets a total of \$1.3 million in FY 2010, and \$715,000 of these cuts were carried through to the FY 2011 budget. This budget reduction was in addition to the cuts of \$5.7 million that were necessary to develop the FY 2010 budget. The Health Department contributed \$225,000 toward the FY 2010 quarterly budget cuts by eliminating their transfer from the General Fund. This was a one-time opportunity, and this funding has been restored in the FY 2011 budget.
- In FY 2010, \$200,000 was appropriated to both the City's self-funded health insurance plan and the Workers' Compensation fund to improve the financial stability of these plans. This one-time payment was in addition to the annual rate increases funded for both plans. Unfortunately, these payments are being eliminated from the FY 2010 budget as part of the third- and fourth-quarter budget cuts. The FY 2011 budget includes \$197,700 for an additional payment to the Health Insurance Fund. As in the FY 2010 budget, this payment is in addition to the annual rate increases. The FY 2011 budget also includes the annual rate increase for the Workers' Compensation fund, but there is not sufficient revenue to make an additional payment to this fund as well as the Health Insurance Fund. I remain committed to addressing both of these issues over time, and I will continue to recommend additional funding in future budgets.

Funds have been set aside for the last payment for the Busch Building debt in FY 2010. This will save \$626,000 annually in the General Fund beginning in FY 2011. A portion of this savings has been used to make the additional contribution to the Health Insurance Fund mentioned above.

DEBT

The City has a total \$380,788,100 of outstanding debt effective July 1, 2010. Of this amount, \$105,915,000 (or 28%) is for Airport projects. In 2009, the Springfield-Branson National Airport posted a 4% increase in total passengers when compared to the year before. Total passengers are expected to increase 2.8% in 2011. This growth provides a solid revenue base supporting the Airport's debt.

The City has issued \$112 million of debt over the last several years for improvements to the Sanitary Sewer System. This debt is repaid with sewer system revenues. Approximately \$60 million, or 15% of the outstanding debt, is repaid from property tax revenue. This has been a stable source of revenue and is expected to grow moderately in the future.

A recent presentation to City Council provided a comprehensive outline of the City's debt. The required annual payment for all outstanding debt is appropriated in the FY 2011 budget.

CRITICAL NEEDS

From the start of FY 2009 through the end of FY 2010, General Fund departments have sustained budget cuts of over \$14.5 million. All of these cuts have impacted operations and service delivery to citizens. It is not my intention to restore all of the budget reductions that have been implemented over the last two years. My priority is to preserve services to citizens as best we can, provide some funding to service partners that take a load off of City staff, and restore a portion of the recent operational reductions to departments. A priority within the budget restorations is a focus on professional development.

- I have included a salary increase of \$300 per employee for FY 2011. This is a small amount, and I wish there was adequate revenue in the budget to propose a larger increase. As I have mentioned many times, and again previously in this letter, most of the staff are doing multiple jobs due to staffing shortages. This small increase will help offset the increasing cost to employees with family medical coverage. By implementing this increase as a fixed dollar amount instead of a percentage, this increase will have a greater percentage impact on those employees at the lower end of the pay scale. The cost to the General Fund for this increase is \$240,000.
- In FY 2010, \$153,000 was budgeted for retirement payout obligations. This is an annual expense that was unbudgeted in the past. My strategy remains to increase this budget over multiple years to adequately meet this anticipated expense. I am recommending an increase in this line item of \$200,000 in FY 2011 for a total budget of \$353,000. This is not likely enough to fully fund anticipated payouts, but it does recognize the commitment, and I am hopeful we can continue to increase this budget line item in the future.

- Oracle Enterprise Resource Planning (ERP) software is used for management of finances, payroll, and benefits. The current software version used by the City will not be supported after November 2011. The FY 2011 budget includes \$150,000 for upgrading the Oracle ERP System.
- Restore funding for three Police Service Representatives (PSRs). There are currently eight frozen PSRs in the General Fund budget. The role of the PSR is to enter information relating to wanted persons, stolen items, and police reports into various records management systems. Their work is time sensitive, and the staff is stretched to meet deadlines. The current staff will not be able to handle the additional work generated by 30 new police officers. The cost of adding three PSRs is \$108,300.
- Restore funding for the executive secretary for the Chief of Police. This position has been vacant since January. I anticipate the Chief of Police position will be filled shortly, and a secretary will be needed at that time. The cost of this position is \$36,100.
- Restore some of the funding to partner organizations that provide services the City would otherwise be required to provide, such as the Mayor's Commission on Human Rights Commission, Mayor's Commission for Children, and the Watershed Committee. In essence, these three entities serve as "arms of the City" and should have never been grouped with the other non-profit service partners. The total increase for all of these organizations is \$56,000.
- The General Fund contingency budget in FY 2010 was \$156,000 – less than ¼ of 1% of the operating budget. Our experience during the past two years has proven the importance of having an adequate contingency budget. The proposed budget increases the contingency to \$376,000, slightly over ½ of 1%. This is still very low and does not allow much room for unanticipated expenses. It is my intention to continue to use this account for unplanned expenses or to cover possible revenue shortfalls in FY 2011.

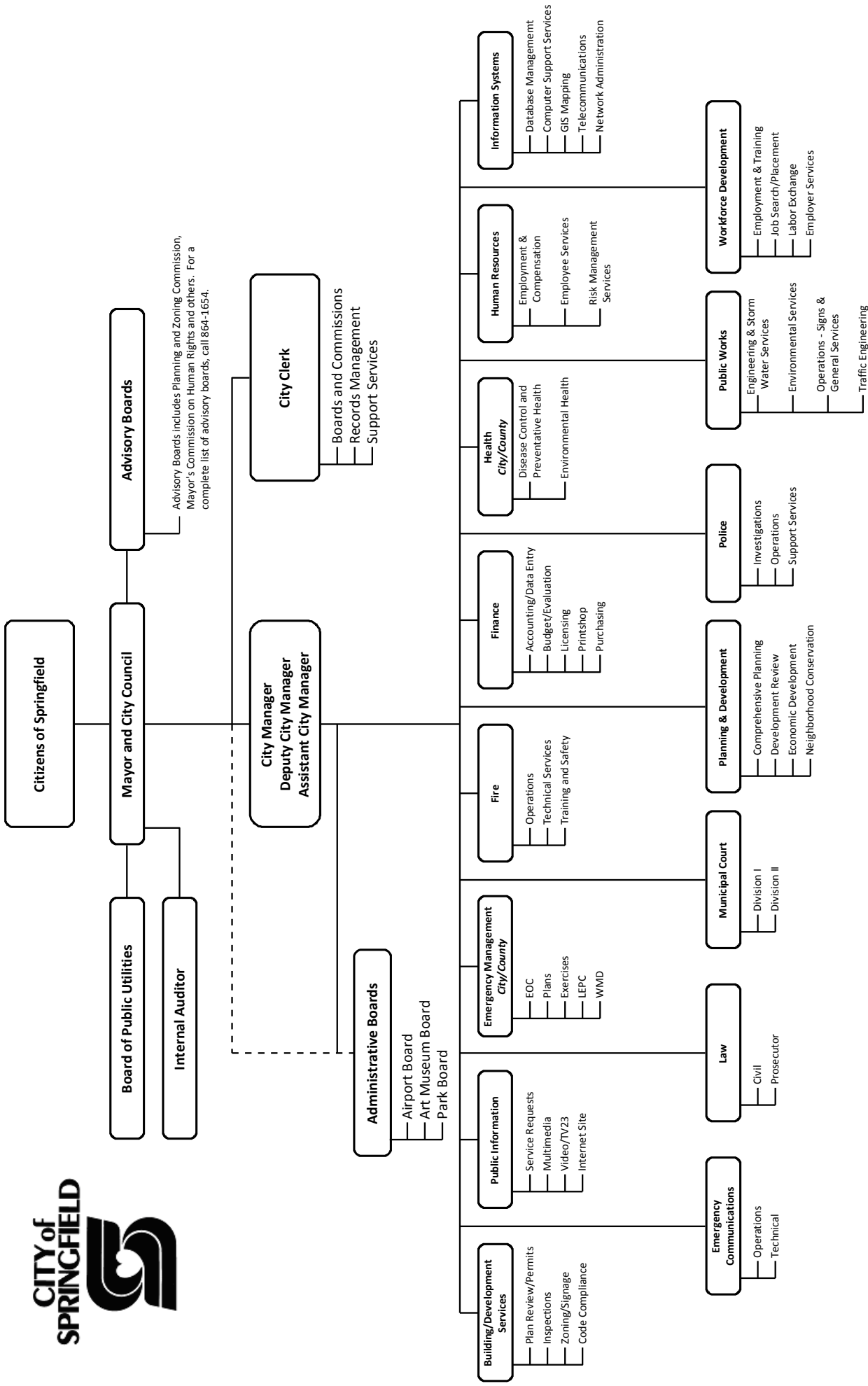
SUMMARY

Although FY 2010 has been a difficult year, we have been able to balance revenue and expenditures, not draw on the rainy day fund, and we have not borrowed to cover operating expenses. I believe Springfield is well positioned for the economic recovery.

Sincerely,



Greg Barris
City Manager



Note: All Departments include an administrative section.

City Government's Organization Chart



“Working with the Community”



COMMUNITY PROFILE

Community Profile

Source: Springfield Area Chamber of Commerce 1st Quarter, 2010 Profile

Government and Organization:

The City of Springfield operates under a council-manager form of government. The Mayor is elected for a two-year term and nine council members are elected for four-year terms. The Council is responsible for appointing a City Manager. The City Manager is responsible for appointing department directors. All operate under the City Charter.

Highlights:

Top 10 Hot City for Entrepreneurs (Entrepreneur Magazine)

Top 12 Metros for Recruitment & Attraction (Expansion Management)

Top 20 Mid-Sized City for Entrepreneurs (Inc. Magazine)

Top Place for Business & Careers (Forbes Magazine)

Top 40 Best Quality of Life (bizjournals)

Top 50 Best Performing City (Milken Institute)

100 Best Community for Young People (America's Promise)

5-Star Quality of Life (Expansion Management Magazine)

Top 50 Adventure Towns (National Geographic Adventure Magazine)

Population:

Springfield City Limits: 151,000

Current Springfield Metro Area: 426,144

- Springfield Metro Area includes Greene, Christian, Webster, Polk and Dallas counties in Southwest Missouri.

Annual Population Growth Rate: 2.0%

Workforce:

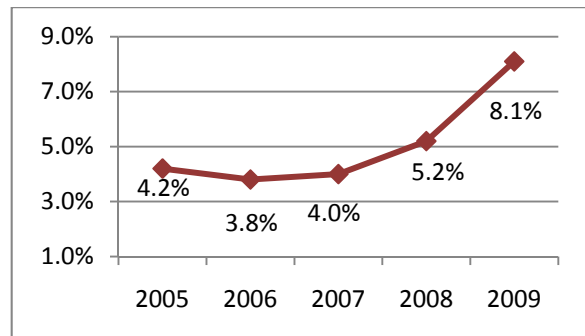
Average Employment By Sector

Edu. & Health Services	35,700
Government	26,900
Retail Trade	25,400
Prof. & Bus. Services	19,400
Leisure & Hospitality	19,200
Manufacturing	17,100
Financial Activities	12,000
Transportation & Utilities	10,400
Wholesale Trade	10,300
Construction & Mining	9,700
Other Services	8,600
Information	4,400

Employment:

Current Unemployment Rate: 8.5%

Unemployment Rate for Springfield Metro Area



Education:

36 Public Elementary Schools
11 Public Middle Schools
5 Public High Schools
12 Private Elem. /Middle Schools
5 Private High Schools
16 Colleges

Community Profile

Source: Springfield Area Chamber of Commerce 1ST Quarter, 2010 Profile

Major Employers:

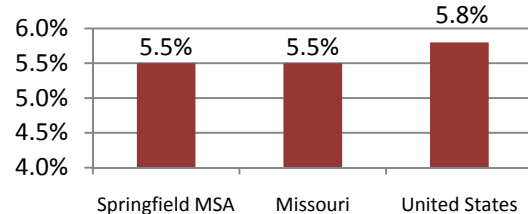
St. John's Health Systems	6,841
Cox Health Systems	6,355
Wal-Mart Stores	3,927
Springfield Public Schools	3,154
Missouri State University	3,065
United States Government	2,800
State of Missouri	2,346
Bass Pro Shops/Tracker Marine	2,326
Citizens Memorial Healthcare	1,600
City of Springfield	1,540
Chase Card Services	1,350
O'Reilly Auto Parts	1,308
City Utilities of Springfield	1,019
Burlington Northern Santa Fe Railroad	950
Kraft Foods	908
General Council of the Assemblies of God	881
SRC Holdings	824
Prime Trucking	800
Ozarks Technical Community College	800
T-Mobile USA	800
American National Property & Casualty	788
Greene County	733
Paul Mueller Company	730
Loren Cook Company	725
Associated Wholesale Grocers	717

Springfield Metro Area per Capita Income: \$30,104

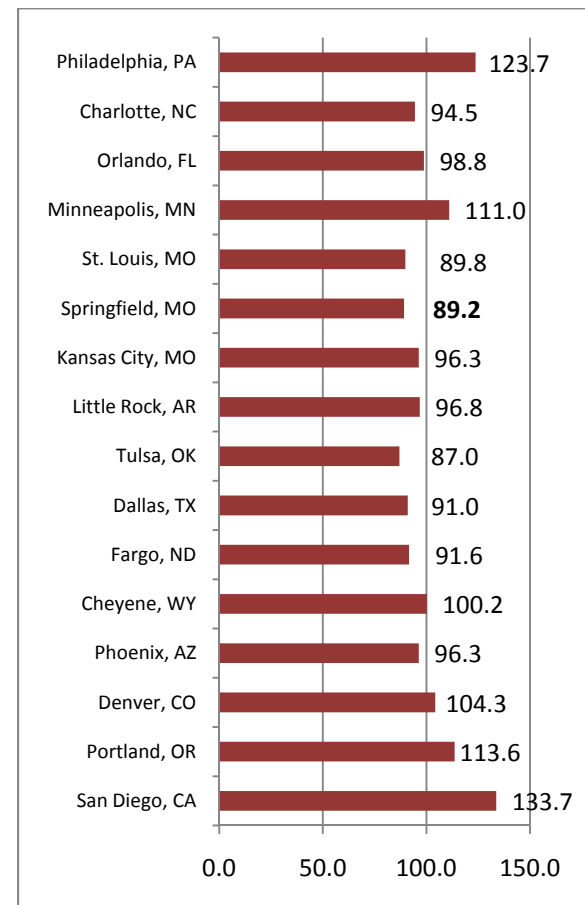
Springfield Metro Area Avg Wage per Job: \$34,022

Springfield Metro Mean Household Inc.: \$57,476

Per Capita Income Annual Growth Comparison



Cost of Living Index Comparison:



Health Care:

	# of Beds
St. John's Hospital	1,016
Cox Medical Center South/Walnut Lawn	759
Cox Medical Center North	274
Lakeland Regional Hospital	138
Ozarks Community Hospital	45
Select Specialty Hospital	44

Income & Wage Rates:



“Working with the Community”



BUDGET SUMMARY



“Working with the Community”

A Guide to Using this Document

Budget Highlights:

- ✗ The summary by fund group for revenues, appropriations, debt service, and full-time equivalents are located on pages 27 to 76.
- ✗ The Budget Policies adopted by City Council are located on page 81.
- ✗ An overview of the General Fund Budget compared to the previously adopted General Fund Budget is printed on page 82.
- ✗ The City's benchmarks with other communities or industry standards are included in the Benchmark section starting on page 87.

Departmental Purpose, Mission Statements, and Performance Measures:

This section of the document beginning on page 117 contains information for each department as follows:

- ✗ Expenditures and appropriations for the fiscal years 2009-2011
- ✗ The department's purpose
- ✗ The department's mission statement
- ✗ Fiscal Year 2010-11 Budget Highlights, which bullets any major changes in staffing or expenditures
- ✗ The department's Personal Services Summary showing the number of approved, full-time equivalents by division
- ✗ The department's individual performance measures

In the document, you may notice the terms: Appropriation, General Fund, General Operating Fund, Reserves, Resources and Transfers.

- ✗ Appropriation:
 - Is a legal authorization to incur obligations and make expenditures for designated purposes.
- ✗ General Fund:
 - City's primary operating fund. Accounts for all financial resources of the general government.
- ✗ General Operating Fund:
 - Includes General Fund, Public Health, Public Parks and Transportation Funds.
- ✗ Reserves:
 - Reflect the balancing of available resources with appropriations
 - Can be either positive or negative amounts
 - Can result from a number of items, which reflect:
 - Additions or reductions to fund balance
 - Resources received from the issuance of debt
 - Restriction of resources for future allocations
- ✗ Resources:
 - Are total dollars available for appropriation including estimated revenues, transfers, and beginning fund balance.
- ✗ Transfers are made between funds, and can be either:
 - Operating, to cover normal operating items such as matching requirements for grant awards
 - For debt service, to cover the debt requirements outlined in this document



“Working with the Community”



ALL FUNDS GROUP

The City's operations are classified into fund groups for budget purposes. These fund groups are classified as general operating, grant & special revenue, capital projects, debt service, enterprise and internal service.

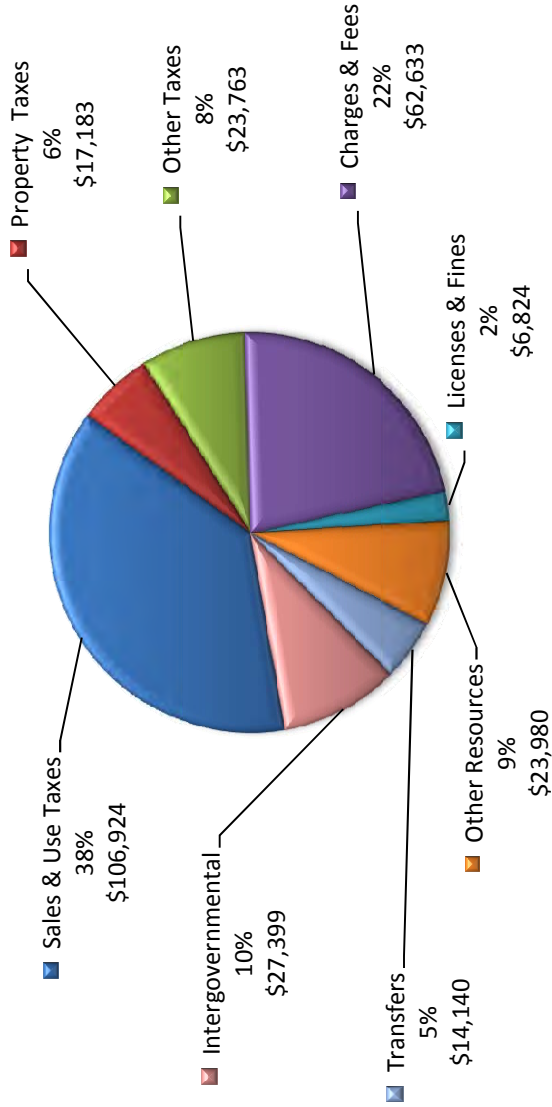
The modified accrual basis of accounting is used in budgeting for all fund groups. The same method is used for the audited governmental fund financial statements. Financial Statements for proprietary funds use the accrual basis of accounting.



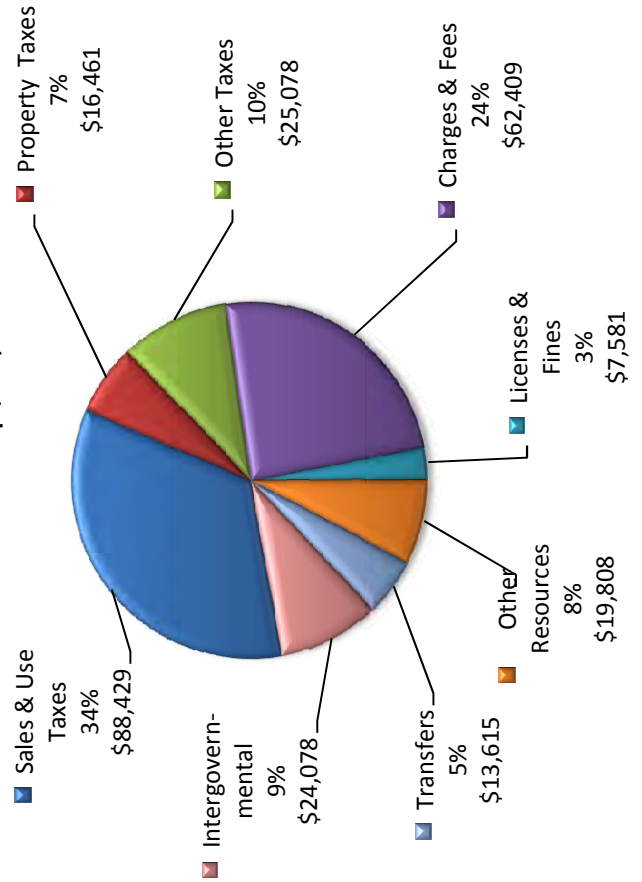
“Working with the Community”

City of Springfield, Missouri - 2010-2011 Annual Operating Budget

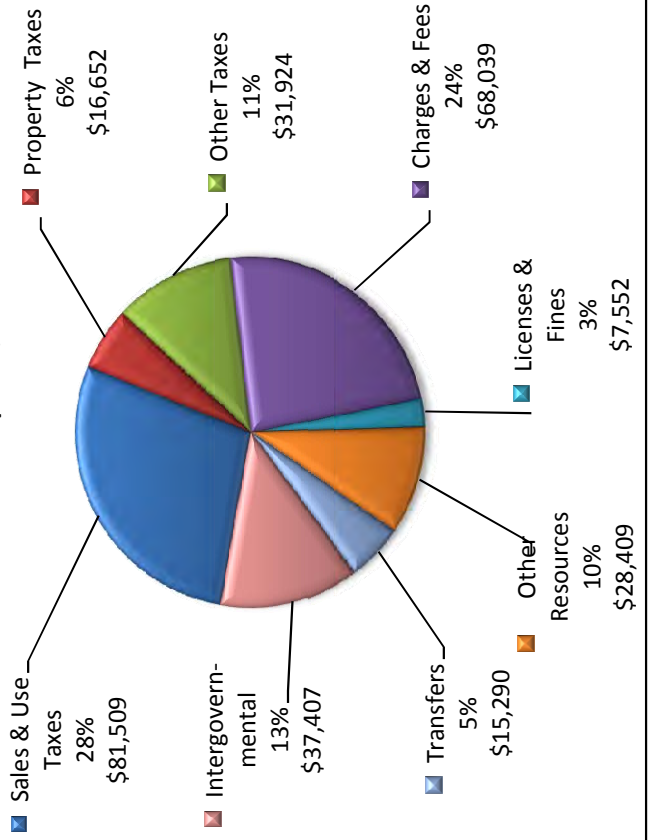
2010-2011 OPERATING BUDGETED RESOURCES All Funds Group \$282,846



2009-2010 OPERATING BUDGETED RESOURCES All Funds Group \$257,459



2008-2009 OPERATING ACTUAL RESOURCES All Funds Group \$286,782



All amounts are expressed in thousands. Intrafund transfers have been eliminated.

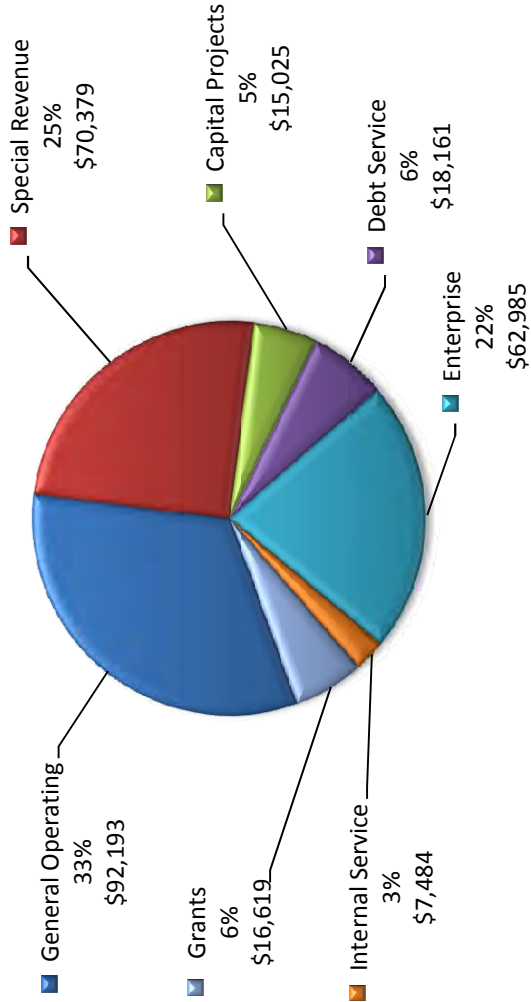


“Working with the Community”

City of Springfield, Missouri - 2010-2011 Annual Operating Budget

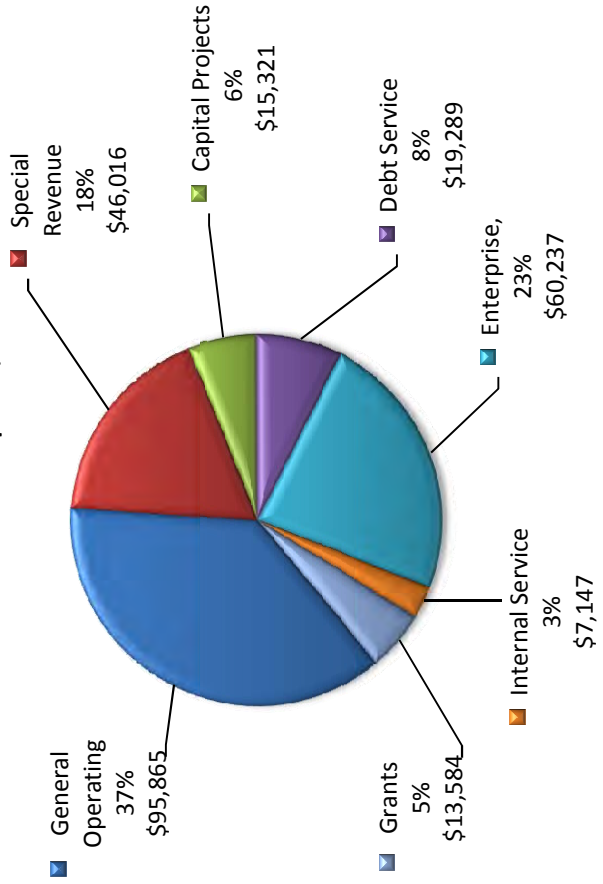
2010-2011 OPERATING BUDGETED APPROPRIATIONS

All Funds Group \$282,846



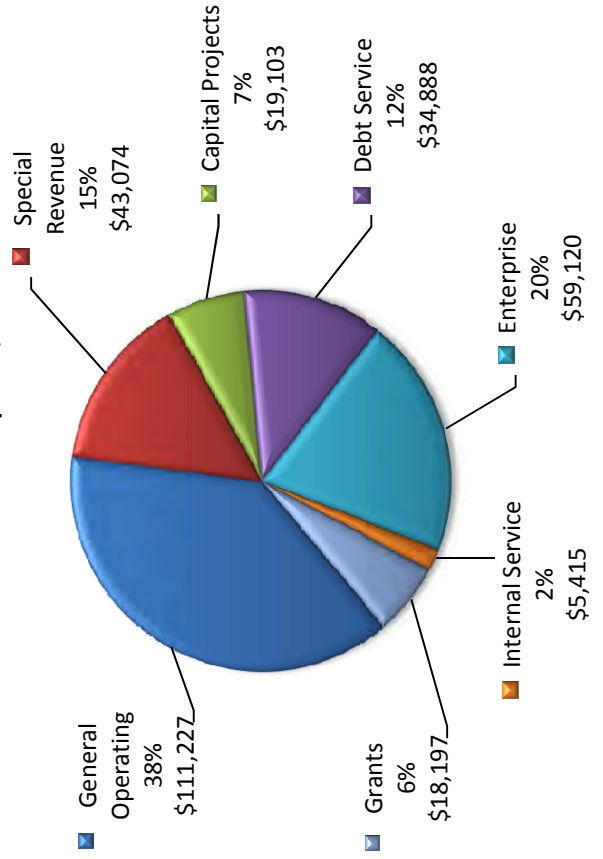
2009-2010 OPERATING BUDGETED APPROPRIATIONS

All Funds Group \$257,459



2008-2009 OPERATING ACTUAL APPROPRIATIONS

All Funds Group \$291,024

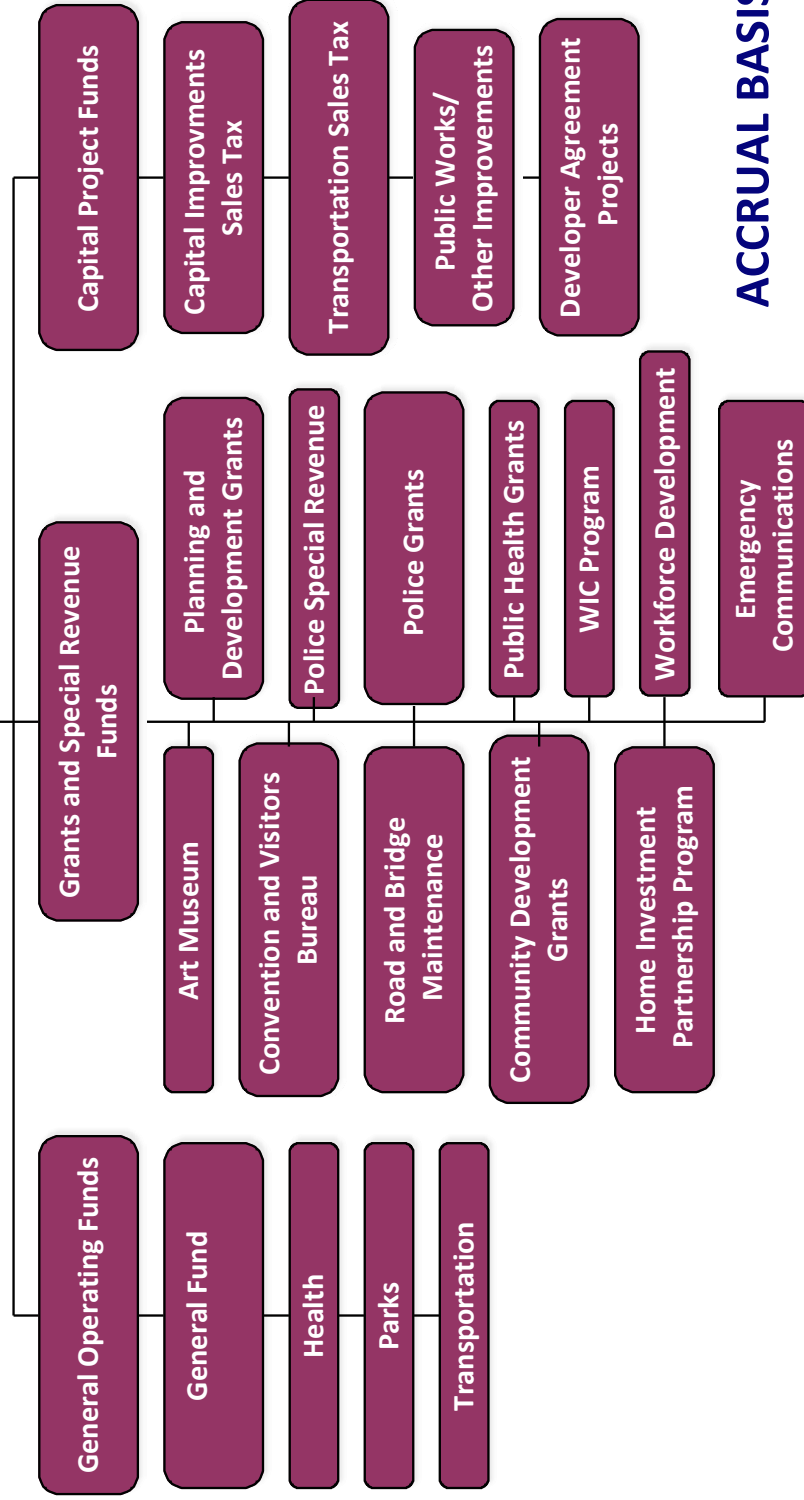




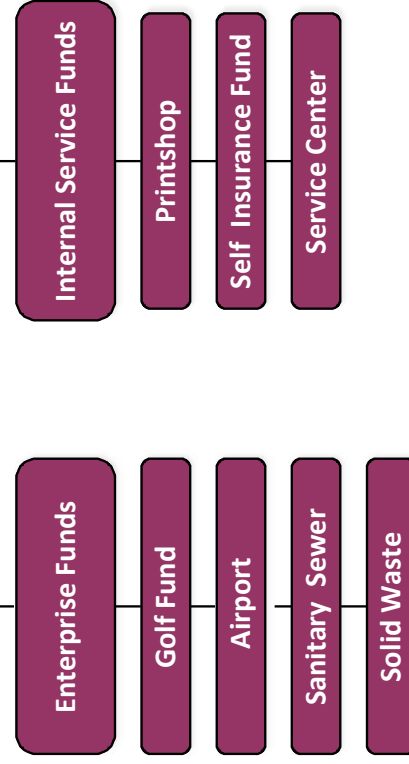
“Working with the Community”

CITY OF SPRINGFIELD FUND STRUCTURE

MODIFIED ACCRUAL BASIS OF ACCOUNTING



ACCRUAL BASIS OF ACCOUNTING



The **modified accrual basis of accounting** is used in budgeting for all fund groups. The audited governmental fund financial statements use the methods shown here which are the **modified accrual basis of accounting**, except for the proprietary funds, which use the **accrual basis of accounting**. (Please see glossary for definitions of each method.)

Summary of Relationship

Between Fund Types, Revenue Sources, Expenditures and Departments/Boards

Fund Type:	<i>General Operating Funds Including:</i> <i>General Fund Public Health Public Parks Transportation</i>	<i>Enterprise Funds Including:</i> <i>Airport Golf Sanitary Sewer Solid Waste</i>	<i>Internal Service Funds Including:</i> <i>Print Shop Self-Insurance Service Center</i>
Major Revenue Sources:	<i>Sales Tax Property Taxes Licenses and Permits Fines and Penalties</i>	<i>Utility Charges Airport Passenger Charges Rentals</i>	<i>Charges for Services</i>
Expenditure Types:	<i>Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Vehicles</i>	<i>Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Capital Projects and Debt Service Requirements related to these business activities</i>	<i>Salaries and Benefits, Operating Supplies and Services, Contractual Services, Machinery and Equipment, Liability and Workers Compensation Claims</i>
Major Departments:	<i>Police, Fire, Public Works, Planning, and others</i>	<i>Public Works, Airport, and Parks</i>	<i>Public Works, Human Resources (Self-Insurance Fund), and Finance (Print Shop)</i>

Fund Type:	<p><i>Grant & Special Revenue Funds</i> Including:</p> <p><i>Art Museum</i> <i>Community Development Grants</i> <i>Convention & Visitors Bureau</i> <i>Emergency Communications (E-911)</i> <i>Home Investment Partnership Program</i> <i>Law Enforcement Sales Tax</i> <i>Planning & Development Grants</i> <i>Police Special Revenue</i> <i>Public Health Grants</i> <i>Public Safety Pension Sales Tax</i> <i>Road & Bridge Maintenance</i> <i>Tourism Tax</i> <i>WIC (Women, Infants & Children)</i> <i>Workforce Development</i></p>	<p><i>Capital Project Funds</i> Including:</p> <p><i>Capital Improvements Sales Tax</i> <i>Transportation Sales Tax</i> <i>Public Works Improvements</i> <i>Developer Agreements</i></p>
Major Revenue Sources:	<p><i>Sales Tax</i> <i>Property Taxes</i> <i>Federal and State Grants</i> <i>Government Aid</i></p>	<p><i>1/4-Cent Sales Tax</i> <i>1/8-Cent Sales Tax</i> <i>Federal Hwy Admin Grants</i> <i>1/2 of incremental increase in one-cent general sales tax revenue from developer agreements</i></p>
Expenditure Types:	<p><i>Salaries and Benefits, Operating Supplies and Services, Contractual Services, Museum Acquisitions, Machinery and Equipment, Capital Projects and Debt Service Requirements related to these business activities</i></p>	<p><i>Capital Assets including land, buildings, improvements, equipment, and infrastructure assets (e.g. roads, bridges, storm sewers, and similar items).</i></p>
Major Departments:	<p><i>Public Works, Police, Public Health, Planning, Art Museum, Emergency Communications, and Workforce Development</i></p>	<p><i>Public Works</i></p>



“Working with the Community”

REVENUES

SCHEDULE OF PROJECTED FY 2011 REVENUES COMPARED TO ADOPTED FY 2010 AND ACTUAL FY 2009 TOTALS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (1)

The budget shall provide:

An itemized statement of estimated revenues from all sources for the year which the budget is to cover, together with a comparative statement of revenues for the last completed fiscal year and the year in progress.

Revenues

Schedule of Actual and Projected Revenues (All Fund Types):

	General Fund	Public Parks	Public Health Services	Transportation Fund	Total Operating Funds	Special Revenue Funds
TAXES						
Sales (General)	\$ 35,300,000	\$ -	\$ -	\$ -	\$ 35,300,000	\$ -
Sales (Capital Improvement)	-	-	-	-	-	-
Sales (Law Enforcement)	-	-	-	-	-	7,633,949
Sales (Transportation)	-	-	-	-	-	-
Sales (Parks)	-	-	-	-	-	14,888,000
Sales (911)	-	-	-	-	-	3,975,980
Sales (Public Safety Pension)	-	-	-	-	-	27,283,842
Use	2,200,000	-	-	2,000,000	4,200,000	-
Property	-	5,059,150	3,424,114	-	8,483,264	1,499,025
Payment In Lieu of Taxes	11,485,000	-	-	-	11,485,000	-
Gross Receipts	6,910,000	-	-	-	6,910,000	968,000
Cigarette	900,000	-	-	-	900,000	-
Room	80,610	-	-	-	80,610	1,819,500
Tourism	-	-	-	-	-	1,600,000
	56,875,610	5,059,150	3,424,114	2,000,000	67,358,874	59,668,296
LICENSES AND FINES						
Occupational Licenses	3,300,000	-	-	-	3,300,000	-
Permits	1,395,000	-	-	10,000	1,405,000	-
Fines and Forfeitures	1,530,000	-	-	-	1,530,000	-
Court Costs	535,000	-	-	-	535,000	-
	6,760,000	-	-	10,000	6,770,000	-
CHARGES AND FEES						
Charges for Services	195,500	-	710,000	-	905,500	2,278,829
User Fees	-	3,315,322	240,000	555,000	4,110,322	2,113,771
Aviation Fuel Sales	-	-	-	-	-	-
Sales of Goods	-	260,200	-	-	260,200	12,000
Rentals	-	64,600	-	-	64,600	14,900
	195,500	3,640,122	950,000	555,000	5,340,622	4,419,500
INTERGOVERNMENTAL						
Gasoline Taxes	-	-	-	4,285,000	4,285,000	-
State of Missouri	-	-	269,000	1,450,000	1,719,000	-
Greene County	32,350	-	865,513	-	897,863	1,600,000
Grants -	-	-	-	-	-	-
Airport	-	-	-	-	-	-
Community Development	-	-	-	-	-	-
Workforce Development	-	-	-	-	-	-
Public Works Improvements	-	-	-	-	-	-
WIC Program	-	-	-	-	-	-
Police	-	-	-	-	-	-
Other	-	-	80,000	-	80,000	310,000
	32,350	-	1,214,513	5,735,000	6,981,863	1,910,000
Interest on Investments	300,000	-	-	-	300,000	46,973
Special Assessment Tax Bills	-	-	-	-	-	-
Interest on Tax Bills	-	-	-	-	-	-
Bond and Loan Proceeds	-	-	-	-	-	-
Other Sources	-	76,458	300,000	1,400,000	1,776,458	218,944
Other Miscellaneous Revenues	270,000	235,090	200	-	505,290	2,938,900
	570,000	311,548	300,200	1,400,000	2,581,748	3,204,817
REVENUES BEFORE TRANSFERS	64,433,460	9,010,820	5,888,827	9,700,000	89,033,107	69,202,613
TRANSFERS	2,570,000	1,316,516	253,737	-	4,140,253	1,656,662
LESS ELIMINATIONS	-	(726,516)	(253,737)	-	(980,253)	(480,000)
TRANSFERS FROM OTHER FUNDS	2,570,000	590,000	-	-	3,160,000	1,176,662
TOTAL REVENUES	\$ 67,003,460	\$ 9,600,820	\$ 5,888,827	\$ 9,700,000	\$ 92,193,107	\$ 70,379,275

Grant Funds	Capital Projects Funds	Debt Service Funds	Enterprise Funds	Internal Service Funds	Proposed 2010-2011 Total	Adopted 2009-2010 Total	Actual 2008-2009 Total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,300,000	\$ 38,500,000	\$ 38,349,627
-	9,094,614	-	-	-	9,094,614	9,625,000	9,266,869
-	-	-	-	-	7,633,949	9,015,911	6,704,354
-	4,547,307	-	-	-	4,547,307	4,812,500	4,633,395
-	-	-	-	-	14,888,000	16,269,503	14,732,961
					3,975,980	5,755,590	3,385,814
					27,283,842	-	-
-	-	-	-	-	4,200,000	4,450,000	4,435,600
-	-	7,200,831	-	-	17,183,120	16,461,301	16,652,201
-	-	-	-	-	11,485,000	12,480,000	11,601,008
-	-	-	-	-	7,878,000	7,822,898	15,497,974
-	-	-	-	-	900,000	900,000	953,882
-	-	-	-	-	1,900,110	2,045,500	2,043,931
-	-	-	-	-	1,600,000	1,830,000	1,827,440
-	13,641,921	7,200,831	-	-	147,869,922	129,968,203	130,085,057
-	-	-	52,500	1,500	3,354,000	3,202,000	3,299,352
-	-	-	-	-	1,405,000	1,460,000	1,397,002
-	-	-	-	-	1,530,000	2,353,889	2,202,626
-	-	-	-	-	535,000	565,000	653,066
-	-	-	52,500	1,500	6,824,000	7,580,889	7,552,047
-	525,000	-	29,380,000	4,144,969	37,234,298	37,131,967	35,988,574
-	-	-	10,778,000	-	17,002,093	16,788,289	15,989,353
-	-	-	2,815,000	-	2,815,000	3,826,000	3,881,169
-	-	-	125,875	-	398,075	361,451	8,445,847
-	-	-	5,104,000	-	5,183,500	4,301,500	3,733,779
-	525,000	-	48,202,875	4,144,969	62,632,966	62,409,207	68,038,723
-	-	-	-	-	4,285,000	4,250,000	4,206,684
-	-	-	-	-	1,719,000	1,453,000	1,984,809
-	-	-	-	-	2,497,863	2,544,030	2,427,741
-	-	-	2,940,000	-	2,940,000	2,800,000	5,628,427
4,503,864	-	-	-	-	4,503,864	3,469,097	3,440,479
4,616,389	-	-	-	-	4,616,389	3,130,916	5,523,200
-	-	-	-	-	-	-	6,791,478
1,268,000	-	-	-	-	1,268,000	1,151,000	1,107,663
618,131	-	-	-	-	618,131	613,187	1,874,803
4,560,591	-	-	-	-	4,950,591	4,666,977	4,421,923
15,566,975	-	-	2,940,000	-	27,398,838	24,078,207	37,407,206
-	30,000	-	3,704,000	-	4,080,973	4,338,500	11,014,674
-	-	1,556,000	-	-	1,556,000	1,215,852	1,515,722
-	-	-	-	-	-	-	27,454
-	-	-	-	-	-	-	4,986,255
123,504	690,986	1,089,072	7,880,000	-	11,778,964	10,352,402	71,311
859,000	-	2,052,000	205,625	3,500	6,564,315	3,901,473	10,793,623
982,504	720,986	4,697,072	11,789,625	3,500	23,980,252	19,808,227	28,409,040
16,549,479	14,887,907	11,897,903	62,985,000	4,149,969	268,705,978	243,844,733	271,492,073
69,445	136,694	13,174,206	-	3,334,031	22,511,291	23,280,963	-
-	-	(6,911,000)	-	-	(8,371,253)	(6,474,404)	-
69,445	136,694	6,263,206	-	3,334,031	14,140,038	13,614,608	15,290,269
\$ 16,618,924	\$ 15,024,601	\$ 18,161,109	\$ 62,985,000	\$ 7,484,000	\$ 282,846,016	\$ 257,459,341	\$ 286,782,342

Revenue Projections

Overview:

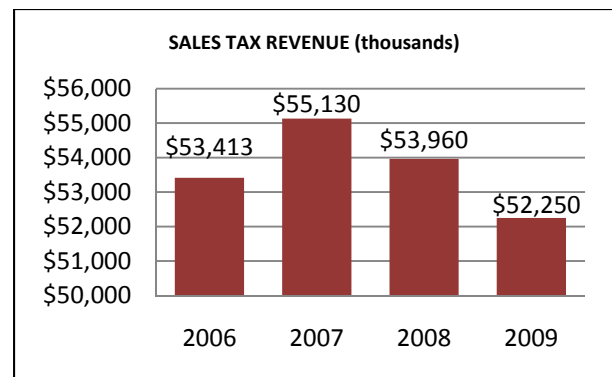
Revenue projections are prepared early in the budget process. The first step in the process is to revise the estimates for the current fiscal year in order to develop an accurate base for the projections for the upcoming year. The revenue estimates are finalized during the completion of the budget. This section provides a description of the major revenue sources, and the assumptions used to develop estimates for the budget. A complete listing of all revenue sources is provided on pages 28 & 29 of this document.

Sales Tax:

The total sales tax in Springfield is 7.60%. The City's rate of 2.125% includes 1% for general operations, .75% for public safety pension, .25% for capital improvements, and .125% for transportation. Springfield also shares in countywide sales taxes for law enforcement and parks. Sales tax revenue is a significant source of revenue for Springfield, generating 30% of total revenue. The City is a regional economic center and has a high student population, resulting in a high level of sales tax per capita.

For the fiscal year ending June 30 2009, sales tax revenue declined 3.3% from the prior year. A decline of 8% is anticipated for the 2010 fiscal year. The City continues to closely monitor receipts to recent economic developments, such as the sales tax holiday, unemployment, Internet sales, and retail development in outlying areas.

Sales tax revenue is estimated based on a combination of several factors, including the most recent six months of actual revenue, local economic trends and projected new retail activity. The 2008 recession continues to impact the City's sales tax revenue. The FY 2011 budget for the 1% sales tax in the General Fund is \$35.3 million; that is \$3 million less than FY 2009 actual.

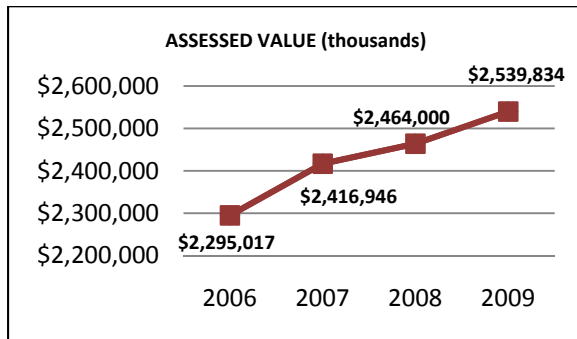


Property Tax:

Property tax is levied on real estate and personal property, such as automobiles, boats and equipment. Property tax revenue supports parks, public health, the Art Museum and major capital projects. The Greene County Assessor assesses property values and the Greene County Collector collects the tax. Major reassessment is done in odd numbered years. Local and state property tax levies in Missouri are regulated by a constitutional amendment known as the Hancock Amendment. This amendment limits the growth in property tax revenue to the increase in the consumer price index (CPI). Therefore if property values increase more than the CPI, the levy is reduced to generate an increase in income equal to the CPI. Growth is allowed on a phased-in basis for annexations and new construction.

Property values in Springfield increase, on average, 4% per year. Property tax revenue has provided a stable source of revenue to the City of Springfield. This helps, in part, to balance out the potential volatility of sales tax revenue. The budget for property tax revenue is based on the projected increase in the consumer price index. The actual tax levies are set in September, when the final assessed value information is received from Greene County. If the revenue estimates are significantly different, the budget is adjusted by City Council to reflect the difference in revenue.

Revenue Projections



Charges for Service:

Charges for service originate primarily from the City's enterprise funds and internal service funds. This revenue source represents charges to users of City services. In the enterprise funds, the charges are for sanitary sewer services and solid waste disposal. The charges reflected in the internal service funds are for insurance, fuel and vehicle maintenance and the City's Printshop. The fees are set at a level to recover the cost of providing the service and to establish and maintain a reasonable reserve.

As part of the budget development process, the Public Works Department provides revenue estimates based on volume, anticipated program changes and the established rate. There has not been a rate increase for sewer services or solid waste in the last several years. A rate increase for sewer services is under consideration.

The General Fund receives fees for services, such as building permits, zoning applications and engineering reviews. An annual fee study is conducted as part of the budget development process. Generally, the City tries to recover 100% of the cost of providing the service when setting the fee. Increases are limited to the increase in the consumer price index plus 10%. In cases of under recovery, the annual increase is limited to 20% above the consumer price index.

Revenue estimates for charges for service are based on units of service from various City departments and cost per unit including information from the fee study.

User Fees:

User fees are assessed to citizens using city services and/or facilities, such as parks and health services. Fees for various parks facilities and programs, including golf, represent 98% of the revenue total of this category. The Park Board establishes the fees for parks activities. The fee is set at a level to recover as much of the cost as possible, while still making the activity financially accessible to members of the community.

The Park Board establishes fees early in the budget development process. Revenue is based on programs, available facilities and anticipated usage.

Grants:

The City administers several million dollars in grants each year, including Workforce Development; Women, Infants and Children; Community Development Block Grants and the HOME program. Generally, the grants appropriated in the budget are the grants that are renewed annually.

The fiscal year for grants received by the City vary based on the agency providing grant funds. Grant revenue for the year is estimated based on information received from each grant administrator. If the actual grant award varies from the budget, the budget is amended by City Council.

Payments in Lieu of Taxes (PILOTS):

Payments in lieu of taxes are received from the City's municipal-owned utility. The City receives 4% of all gas revenue and 3% of electric revenue. This is an important source of revenue for the City. The receipts can fluctuate significantly based on weather and the price of natural gas and electricity.

In 2010-11 this is projected to generate \$11.5 million. The budget estimates are projected on utility revenue. Weather and the changing price of natural gas, make it challenging to estimate this source of revenue.

Revenue Projections

Intergovernmental – Greene County:

Springfield has several cooperative programs with Greene County. Collaboration between two local governments allows citizens to receive a higher level of service at a reduced cost and avoids duplication of services. Emergency Communications services are funded by a countywide sales tax. The City operates a call-taking and dispatch center. The City is reimbursed by Greene County from the sales tax. The City funds the entire cost of the Health Department. Greene County pays the City for the cost of providing services to county residents, and Springfield bears the cost of the service for city residents.

The funding provided by Greene County is outlined in an intergovernmental agreement pertaining to each service. These formulas are applied to the City's estimated cost for the upcoming year.

Intergovernmental – State of Missouri:

The State of Missouri provides funding for transportation, health and road improvements. Numerous grant funds also are channeled through the State. In addition to sharing in funding for roads, Springfield and the State of Missouri have some cooperative road projects that were pre-funded by the City. The State is repaying the City for these projects.

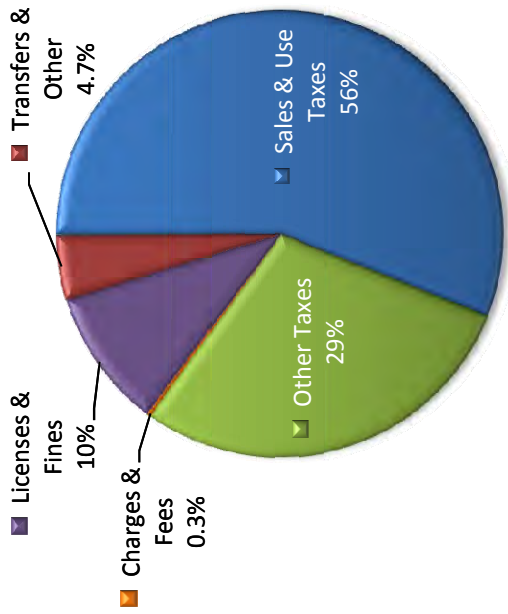
Funding from the State has been relatively stable despite an economic downturn at the State level.

The revenue estimates are based on contracts with the State of Missouri.

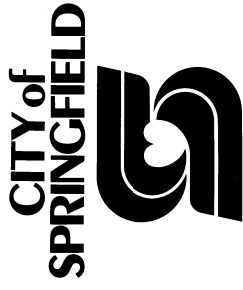
We are, however, concerned about the State's budget over the next few years and are hopeful that a budget shortfall at the state will not result in additional unfunded mandates being pushed down to the local level.

Where the City Gets Its Revenue

2010-11 General Fund \$67.0 million
\$444 per resident



Benchmarks

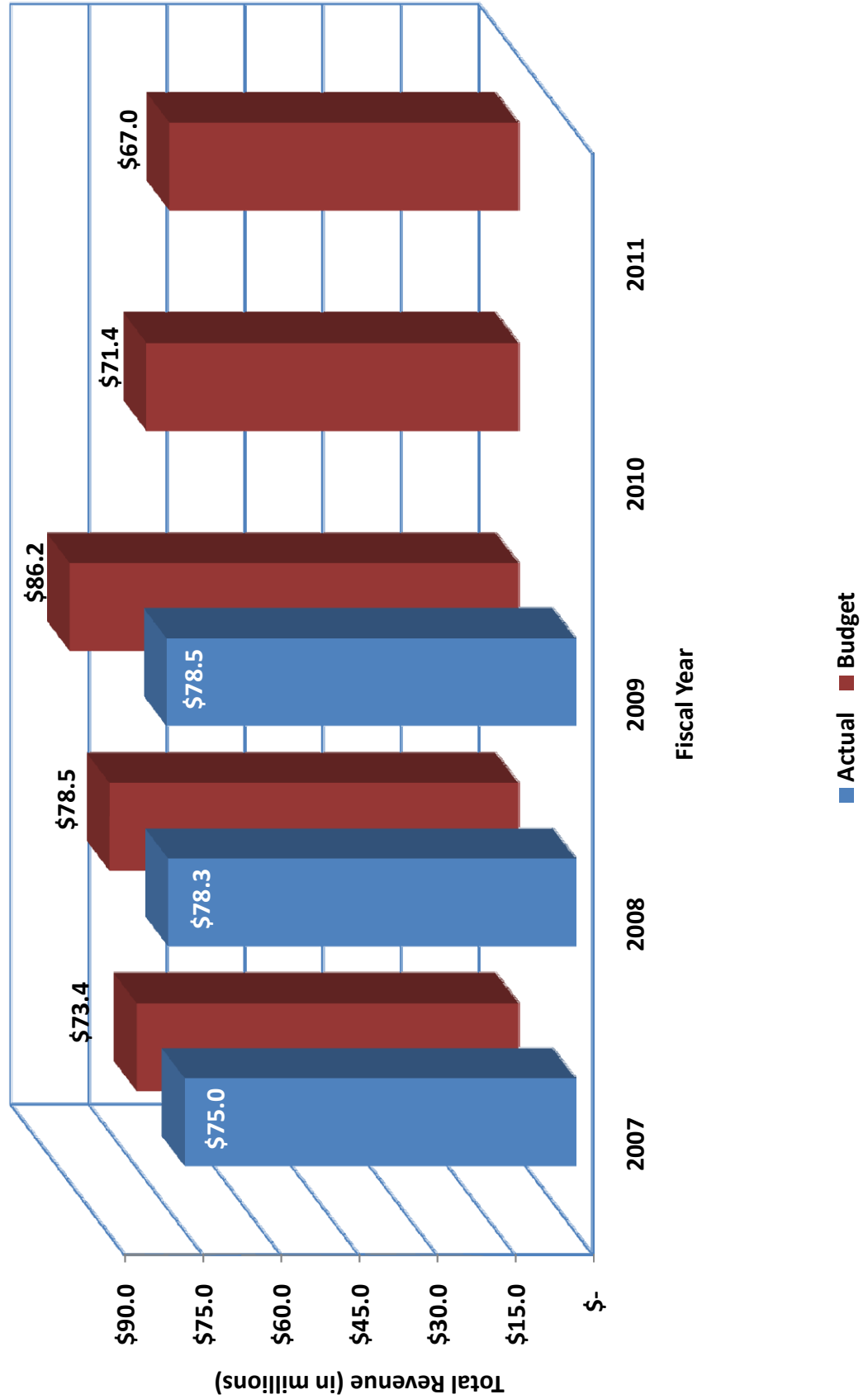


"Working with the Community"

General Fund Total Revenue

The data for this measurement shows the total budgeted revenue (in red) and the actual amount received (in blue) in the General Fund for all revenue.

GENERAL FUND TOTAL REVENUE
Fiscal Years 2007-2011





“Working with the Community”

APPROPRIATIONS

SUMMARY OF EXPENDITURES AND APPROPRIATIONS FOR FY 2011 ALL FUND TYPES

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (2)

The budget shall provide:

An itemized statement of expenditures recommended by the City Manager for each office, department or agency for the year which the budget is to cover, together with a comparative statement of expenditures for the last completed fiscal year and the year in progress.

Appropriations

Summary of Expenditures and Appropriations (All Fund Types):

	2008-2009 <u>Actual</u>	2009-2010 <u>Adopted</u>	2010-2011 <u>Proposed</u>
<u>GENERAL OPERATING FUNDS</u>			
Building Development Services	\$ 1,880,834	\$ 1,877,856	\$ 1,653,607
City Attorney	2,049,121	1,855,463	1,854,738
City Clerk	400,621	363,949	323,297
City Manager	861,685	860,317	676,407
Finance	2,250,667	2,220,771	2,129,923
Fire	19,178,139	18,838,197	15,984,787
Human Resources	889,117	837,765	828,037
Information Systems	2,537,495	2,353,841	2,394,111
Mayor and City Council	127,677	143,443	139,601
Municipal Court	1,555,802	1,614,291	1,569,921
Non-Departmental	19,109,517	5,032,725	6,922,310
Planning and Development	1,691,474	1,499,263	1,304,599
Police	24,139,425	25,099,894	22,952,187
Public Health Services	5,790,707	5,987,425	6,142,564
Public Information Department	382,013	392,998	364,789
Public Parks	10,681,218	10,636,535	10,327,336
Public Works	7,428,664	7,650,568	6,924,891
Public Works - Transportation	10,272,600	8,600,000	9,700,000
TOTAL GENERAL OPERATING FUNDS	111,226,774	95,865,300	92,193,107
<u>SPECIAL REVENUE FUNDS</u>			
Art Museum	1,589,361	1,095,705	1,109,525
Convention and Visitors Bureau	2,913,783	3,146,030	2,967,765
Emergency Communications	3,983,821	5,755,590	3,975,980
Hotel/Motel Tax	1,869,317	1,830,000	1,600,000
Parks 1/4 Cent Sales Tax	18,222,005	19,069,465	19,295,671
Law Enforcement Sales Tax	9,949,680	9,015,911	8,488,949
Police Special Revenue	961,251	1,795,249	1,827,464
Public Safety Pension Sales Tax 2010	N/A	N/A	27,283,842
Telecable Special Revenue	574,489	573,638	562,944
Community Improvement Districts	685,000	1,201,000	1,080,473
Road and Bridge Maintenance Fund	1,257,293	1,570,000	1,630,000
Miscellaneous Special Revenue	1,067,991	664,871	556,662
TOTAL SPECIAL REVENUE FUNDS	43,073,992	45,717,459	70,379,275

	<u>2008-2009</u> <u>Actual</u>	<u>2009-2010</u> <u>Adopted</u>	<u>2010-2011</u> <u>Proposed</u>
<u>GRANT REVENUE FUNDS</u>			
Workforce Development	5,175,877	3,130,916	4,616,389
Community Development	6,627,297	4,806,297	5,575,414
WIC Program	1,011,701	1,151,000	1,343,000
Park Grants	358,843	299,018	913,955
Fire Grants	N/A	N/A	556,204
Other Grants	5,023,055	4,495,794	3,613,963
TOTAL GRANT REVENUE FUNDS	18,196,772	13,883,025	16,618,924
<u>CAPITAL PROJECTS FUNDS</u>			
Capital Improvements Sales Tax	7,310,959	14,437,500	14,469,601
Public Works/Other Improvements	11,736,702	780,000	555,000
Developer Agreement Projects	54,968	104,000	-
TOTAL CAPITAL PROJECTS FUNDS	19,102,628	15,321,500	15,024,601
<u>DEBT SERVICE FUNDS</u>			
General Obligation Bonds	1,302,953	1,264,610	1,556,000
Leasehold Revenue Bonds	31,575,044	14,372,167	11,784,208
Certificates of Participation	1,098,073	2,223,607	520,000
Special Obligation Bonds	912,343	1,428,209	4,300,901
Excess Reserves	-	-	-
TOTAL DEBT SERVICE FUNDS	34,888,413	- 19,288,593	- 18,161,109
<u>ENTERPRISE FUNDS</u>			
Sanitary Sewerage System	28,951,312	28,050,500	27,415,000
Regional Airport	22,074,177	22,887,000	25,799,000
Solid Waste	4,951,417	6,000,000	6,575,000
Golf	3,143,286	3,299,000	3,196,000
TOTAL ENTERPRISE FUNDS	59,120,192	60,236,500	62,985,000
<u>INTERNAL SERVICE FUNDS</u>			
Self-Insurance	1,519,704	3,012,012	3,334,031
Printshop	248,347	259,951	249,969
Service Center	3,647,331	3,875,000	3,900,000
TOTAL INTERNAL SERVICE FUNDS	5,415,381	7,146,963	7,484,000
TOTAL ALL FUND TYPES	\$ 291,024,153	\$ 257,459,341	\$ 282,846,016

Schedule of Projected Changes in Fund Balance for Fiscal Year 2010-11

Fund	Estimated Beginning Balance*	Revenues	Expenditures	Projected Ending Balance**	Percent Change in Fund Balance
General Operating Funds:					
General Fund	\$12,393,669	\$67,003,460	\$67,003,460	\$12,393,669	0.00%
Public Parks	2,090,343	10,327,336	10,327,336	2,090,343	0.00%
Public Health Services	290,704	6,142,564	6,142,564	290,704	0.00%
Transportation Fund	6,521,564	8,300,000	9,700,000	5,121,564	-21.47%
Total Operating Funds	\$21,296,280	91,773,360	93,173,360	\$19,896,280	
Enterprise Funds:					
Airport	\$124,840,401	\$25,799,000	\$25,799,000	\$124,840,401	0.00%
Sanitary Sewer	216,277,570	27,415,000	27,415,000	216,277,570	0.00%
Solid Waste	9,682,721	6,575,000	6,575,000	9,682,721	0.00%
Golf	2,919,001	3,196,000	3,196,000	2,919,001	0.00%
Total Enterprise Funds	\$353,719,693	\$62,985,000	\$62,985,001	\$353,719,693	
Grant & Special Revenue Funds:					
Art Museum	\$919,596	\$1,109,525	\$1,109,525	\$919,596	0.00%
Convention and Visitors Bureau	584,207	2,967,765	2,967,765	584,207	0.00%
Tourism Tax	247,372	1,600,000	1,600,000	247,372	0.00%
Road & Bridge Maintenance Fund	2,900,792	1,630,000	1,630,000	2,900,792	0.00%
Community Development Grants	49,266	1,349,997	1,349,997	49,266	0.00%
Home Investment Partnership Program	568,753	1,938,391	1,938,391	568,753	0.00%
Planning & Development Grants	0	1,416,952	1,416,952	0	0.00%
Police Special Revenue	253,521	1,653,654	1,653,654	253,521	0.00%
Police Grants/Traffic Safety Alliance	0	623,531	623,531	0	0.00%
Public Health Grants	0	2,222,600	2,222,600	0	0.00%
WIC (Women, Infants and Children)	4,814	1,100,000	1,100,000	4,814	0.00%
Workforce Development	0	4,616,389	4,616,389	0	0.00%
Miscellaneous Special Revenue	2,727,889	556,662	556,662	2,727,889	0.00%
Total Special Revenue Funds	\$8,256,209	\$22,785,467	\$22,785,467	\$8,256,210	
Capital Project Funds:					
Transportation Sales Tax	\$14,601,698	\$4,847,800	\$4,847,800	\$14,601,698	0.00%
Public Parks Improvement	9,128,962	10,060,000	10,060,000	9,128,962	0.00%
Public Works Improvement	(970,398)	555,000	555,000	(970,398)	0.00%
Capital Improvement Sales Tax	23,897,169	9,621,801	9,621,801	23,897,169	0.00%
Developer Agreement Projects	(5,632)	0	0	(5,632)	0.00%
Total Capital Project Funds	\$46,651,799	\$25,084,601	\$25,084,601	\$46,651,799	
Debt Service Funds:					
General Obligation Bonds	\$19,707,789	\$1,556,000	\$1,556,000	\$19,707,789	0.00%
Leasehold Revenue	9,212,251	11,784,208	11,784,208	9,212,251	0.00%
Certificates of Participation	0	520,000	520,000	0	0.00%
Revenue Bonds	1,154,889	4,300,901	4,300,901	1,154,889	0.00%
Total Debt Service Funds	\$30,074,929	\$18,161,109	\$18,161,109	\$30,074,929	
Internal Service Funds:					
Printshop	\$6,984	\$249,969	\$249,969	\$6,984	0.00%
Self-Insurance	(2,887,631)	3,334,031	3,334,031	(2,887,631)	0.00%
Service Center	565,698	3,900,000	3,900,000	565,698	0.00%
Total Internal Service Funds	(\$2,314,949)	\$7,484,000	\$7,484,000	(\$2,314,949)	

Schedule of Projected Changes in Fund Balance for Fiscal Year 2010-11

*Estimated Beginning Fund Balance is the ending fund balance per the Comprehensive Annual Financial Report for the Year Ended June 30, 2009 adjusted by the budgeted revenues and expenditures for the 2009-2010 fiscal year to arrive at an estimated beginning fund balance as of July 1, 2010.

**Projected Ending Fund Balance as of June 30, 2011.

Fund Balance is the difference between a fund's assets and liabilities. These unexpected funds roll forward from one fiscal year to the next. As part of the City's budget policy, fund balance is to be maintained at a level of 8-10% of our operating funds budget. Fund balances can be classified into three categories: (1) designated, (2) contingency, or (3) undesignated. Designated fund balance is money that is "earmarked" or "designated" for a specific purpose. Examples may include employee merit increases, debt service obligations, or approved capital improvement projects. These amounts are not available for appropriation and in some cases may be legally restricted by outside parties for use for specific purposes. Contingency fund balance is money that is reserved or set aside for "rainy day" scenarios such as cash flow problems, unanticipated expenses, economic downturns or natural disasters. Undesignated fund balance is the amount available for appropriation throughout the year.

Explanation of Changes in Fund Balance Greater than 10%:

Transportation Fund:

Expenditures in this fund are projected to exceed revenues by \$1,400,000, causing a change in the fund balance equal to this amount. The annual transfer from the General Fund to the Transportation Fund has been cut in fiscal year 2010-11 as part of budget cuts enacted to help fund a shortfall in revenues. The Transportation Fund has adequate reserves to handle any shortfalls that may occur in the 2010-11 fiscal year.



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FINANCIAL POLICIES

Financial Policies

Background:

The following general principles should be followed in the financial management of the City of Springfield and in the development of the annual budget. These policies have been developed to guide the City in delivering a consistent level of service, maintaining a stable financial position and an equitable tax structure.

The discussion of these policies will provide more information to citizens, Council members, and city employees – all interested stakeholders in the budget. Communications with these groups will improve understanding of the resource allocation decisions and will promote accountability.

FINANCIAL PLANNING POLICIES

Balanced Budget:

To provide for a continuing level of government services and financial stability, the City of Springfield operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, charges and fees, intergovernmental revenue, interest, and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services and general operating equipment. The operating budget does not include major capital equipment and capital improvement projects. These projects and costs are included in the six-year Capital Improvement Program (CIP).

The City is committed to meeting this policy under normal circumstances. It is recognized there may be times when it is advisable and necessary to use the cash reserves to balance the operating budget. If the annual budget requires the use of fund balance to match operating revenue and expenses, the amount of the fund balance used and the purpose for which it is appropriated shall be identified in the annual budget message.

Asset Inventory:

The City Council and management of the City of Springfield recognize an accurate inventory of major

capital assets and regular maintenance are important elements of the capital improvement plan. The Public Works Department maintains a database of all major capital assets within the City of Springfield. The database includes a complete inventory and condition assessment of major capital assets. The condition assessment is performed and recorded on a regular basis. This assessment is used to determine the replacement and maintenance schedule for the assets. This schedule is coordinated with available funding as part of the development of the annual budget and the Capital Improvements Program.

REVENUE POLICIES

Diversification of Revenue:

Sales tax is the primary source of revenue for the City of Springfield. Sales tax comprises 52% of the revenue for the General Fund and is a major source of revenue for capital improvements and law enforcement. A more diversified revenue base is desirable.

When a new revenue source or a change in fees is considered, the effect of this change will have on the balance of the revenue structure shall be considered. The City will continue to look for sources of revenue to improve the diversification in the revenue structure.

Charges for Municipal Services:

The City of Springfield charges fees for municipal services that are voluntary in nature and benefit specific individuals. The most efficient use of City resources is achieved when the fee for these services pays for the cost of providing the service. When determining the charges for municipal services, the goal is to maximize cost recovery consistent with City Council direction. The following guidelines shall be used in evaluation of fees.

- The Finance Department shall review charges for municipal services annually.

Financial Policies

- Any efficiencies that are achieved in the delivery of services shall be accompanied by a reduction in the fee for providing the service. The review process shall not provide an automatic mechanism for passing along inefficiencies that may exist in the system.
- Recommended fee increases shall be subject to an annual cap equal to the percentage change in the CPI. In a situation of “under-recovery”, the maximum increase shall be 10% plus the percentage increase in the CPI. In cases where cost recovery is 50% or less, a maximum of 20% plus the percentage increase in the CPI may be phased in until cost recovery percentages reach 75%. In instances where “under-recovery” of cost is occurring and the fee in question is \$30 or less, an increase to reach 100% cost recovery is acceptable, regardless of the percentage change in the fee from the prior year.
- Changes related to ordinance violations may be adjusted annually as necessary to maintain full cost recovery.
- Proposed changes to fees will be available for public review, and when appropriate, staff will work with community/citizen groups, such as the Development Issues Input Group (DIIG).

Non-Recurring Revenue:

Generally, annual revenue of the City can be classified as either recurring or non-recurring. Examples of recurring revenue are sales tax, property tax and fees for services. Although the level of revenue may be subject to economic conditions, it is certain to be available from year to year. One-time revenue or non-recurring revenue may be generated from grants, refunding of debt, the sale of fixed assets or other sources. This revenue may be available for more than one year, but is not considered a permanent source of funding.

In order to insure the City of Springfield is able to provide a consistent level of services, and to

avoid disruptive effects on the community, the use of non-recurring or one-time revenue should generally be limited to non-recurring expenses. Examples of proper use of this revenue are land acquisition, major capital purchases, start up costs for new programs, and stabilization funds for short periods of time when expenditures exceed revenue. Major capital expenditures that will significantly increase operating expenses should have a long-term sustainable revenue source. Grant applications should be based on meeting the City’s needs, not just the availability of grant funds. Many capital expenditures are funded by a dedicated tax, such as the ¼ cent capital improvement tax. In these cases, the proposed expenditure is reviewed to confirm it is on the list of voter approved projects.

Use of Unpredictable Revenues:

Sales tax is a major revenue source for the City’s general fund, generating approximately 47% of total revenue. Sale tax revenue is dependent on such factors as the local and national economy, energy prices, the availability of local retail opportunities, and Springfield’s role as a regional economic center. Because of this volatility, the Finance Department monitors sales tax revenue very closely. Each month, the revenue is compared to the budget estimate and to the revenue collected the prior year. Variances over 5% are researched to determine if the differences are related to the timing of the collections or a decrease in retail activity. If sales tax revenue exhibits a consistent downward or flat trend, the Finance Department will analyze the total General Fund revenue and expense and consult with the City Manager’s Office. Departments may be asked to limit expenses for the remainder of the fiscal year and/or other actions may be initiated. The General Fund operating reserve may also be utilized to cover a revenue shortfall.

EXPENDITURE POLICIES

Undesignated Reserves:

Financial Policies

The City recognizes the need to maintain adequate cash reserves and to provide an appropriate level of service funded from annual revenues. In order to balance these needs, and to maintain the City's credit rating, an unreserved fund balance of 8% to 10% of operating revenues will be maintained in the General Fund. In addition to providing financial stability, the unreserved fund balance provides the City with resources to achieve its objectives and the flexibility to respond to unexpected opportunities or expenses.

The unreserved fund balance may exceed 10%. If the unreserved fund balance exceeds 10%, the difference may be used for the following purposes;

- One-time expenditures that do not increase the City's operating budget
- Implementation of new programs or other projects that will be self-funding or can be fully supported by the operating budget within three years
- Funding during periods of economic decline
- Emergencies

If the unreserved fund balance falls below 8% of operating revenues, a recommendation shall be developed to restore the fund balance to the appropriate level within two years.

Enterprise Funds and Special Revenue Funds:

Enterprise Funds and Special Revenue Funds of the City of Springfield will maintain a positive retained earnings position and shall provide sufficient reserves for emergencies and reserve shortfalls.

Internal Service Funds:

The City of Springfield shall not regularly maintain a positive retained earnings position in internal service funds. If an internal service fund begins to accumulate a significant amount of retained earnings, the City's performance auditor shall undertake a comprehensive analysis of the associated fee structure.

Debt Service Funds:

The City shall maintain sufficient reserves in debt service funds, which equal or exceed the reserves required by bond ordinances.

Compensation:

The City of Springfield recognizes the ability to provide quality services to the community is directly related to the quality of the City's employees. And the quality of the employees is directly related to the City's ability to recruit and retain high-quality personnel. Competitive pay and benefits are a major factor in attracting and retaining qualified employees.

The City of Springfield will survey employee pay and benefits of local organizations and several other cities having characteristics similar to Springfield ("Benchmark Cities"). The goal is to be competitive with the benchmarked cities and the local market. Generally, the City tries to keep salaries in the middle third of the benchmarked cities range.

The City of Springfield shall maintain salaries and benefits in the range of 73% to 77% of the operating budget.

Cost Effective Services:

The City will seek the best service level at the least cost through City forces, private sector contracts or Not-for-Profit (NFP) contracts. Contracts for significant private sector services will include a formal process that insures a level playing field for the private sector to submit competitive bids. Evaluating the need for NFP contracts will include how well they complement or extend current City services and how well they fill an under-met City priority or community need that is not otherwise being met. Any contracts with NFP will include: specific services to be provided; number of volunteer hours; community financial support; and the requirement of annual financial services and accomplishments report. The City has recently implemented an application process for non-profits seeking funding. During years when funds are available, funds will be awarded based on

Financial Policies

established criteria and subject to appropriation in the annual budget.

Budgetary Compliance:

The City of Springfield is required by the City Charter to have an existing appropriation before expenditures can be made. The Finance Department maintains controls to prohibit a department from spending in excess of their annual budget. Departments may transfer appropriations between expenditure categories with the exception of salary and benefits.

The Budget and Evaluation division of the Finance Department is responsible for analyzing actual revenue and expenses, and monitoring compliance with the operating budget. Each department is assigned a budget analyst. The analyst reviews the department's monthly budget, communicates budget concerns to the department and processes administrative budget adjustments, if needed. Monthly, a revenue and expense analysis is prepared for the City Manager's Office and is available for City Council. This report compares actual revenue and expenses to budget and highlights any issues for concern.

Major Capital Assets:

The Public Works Department maintains a database of all major capital assets within the City of Springfield. The database includes a complete inventory and condition assessment of major capital assets. A condition assessment is performed and recorded on a regular basis. This assessment is used to determine the replacement and maintenance schedule for the assets. This schedule is coordinated with available funding as part of the development of the annual budget.

Use of Unpredictable Revenues:

Sales tax is a major revenue source for the City's General Fund. Sales tax is subject to many factors, such as the local and national economy, the availability of retail opportunities, and Springfield's role as a regional economic center. Because of this volatility, the Finance Department monitors sales tax revenue very closely. Each month, the revenue is compared to the budget estimate and to the revenue collected the prior year. Springfield's trends are compared to other municipalities in the state.



“Working with the Community”

DEBT SERVICE

SUMMARY OF DEBT SERVICE REQUIREMENTS FOR ALL OUTSTANDING INDEBTEDNESS

CITY OF SPRINGFIELD CITY CHARTER

SECTION 5.8 (3)

The budget shall provide:

A statement of the amount required for the payment of interest, amortization and redemption charges on the debt of the City.

Financial Policies

DEBT POLICY

Purpose:

The City recognizes the foundation of a well-managed debt program is a comprehensive debt policy. A debt policy is an important tool to insure the appropriate use of the City's resources to meet the commitment to provide services to a community and to maintain sound financial management practices. These policies are guidelines for general use and allow for extraordinary circumstances. The primary objectives of this policy are to:

- Demonstrate a commitment to long-term financial planning objectives
- Promote continuity and consistency in the decision-making process
- Provide guidance to decision makers regarding the timing and purpose for which debt may be issued
- Minimize interest expense and cost of issuance
- Maintain the highest credit rating possible

Debt Affordability Analysis:

The following factors shall be considered when evaluating debt capacity:

- Statutory and constitutional limitations on the amount of debt that can be issued
- Requirements of bond covenants
- Revenue projections and reliability of revenue sources to repay debt
- Projections of the City's financial performance, such as revenues and expenditures, net revenue available for debt service, and unreserved fund balance levels
- Measures of debt burden, such as net bonded debt per capita, net bonded debt as a percent of assessed value, and ratio of debt service to expenditures

Types of Debt:

Debt financing shall be used by the City of Springfield to fund infrastructure improvements and acquire capital assets that cannot be acquired from either current revenues or fund balance. Debt financing shall include general obligation bonds, revenue bonds and other obligations permitted under Missouri law. The City will select a financing technique that provides for the lowest total cost consistent with acceptable risk factors and the principles of equity, effectiveness and efficiency.

The City intends to include in the annual operating budget a sufficient amount to fund ongoing maintenance needs and to provide for periodic replacement consistent with the philosophy of maintaining capital facilities and infrastructure to maximize the useful life. The repayment terms should not exceed the useful life of the improvement.

Capital Improvements Program (CIP):

The City's Capital Improvements Program is a multi-year plan that prioritizes the City's capital needs over a six-year period. The process encourages citizen input to identify projects that are consistent with the community's goals and needs. The identified needs are balanced with available funding. The major funding sources for capital projects are the capital improvements sales tax, transportation sales tax and property tax. Other essential funding sources are cost sharing agreements with other governmental agencies, public-private partnerships and grants. The City's Capital Improvements Program balances pay-as-you-go funding with debt financing.

Short-Term Borrowing:

Short-term obligations, such as bond anticipation notes (BANS), may be used to finance projects for which the City ultimately plans to issue long-term debt. The BANS will provide interim financing, which will eventually be refunded with the proceeds of the long-term obligations. Interim financing may also be

Financial Policies

appropriate when long-term interest rates are expected to decline in the future.

General Obligation Bonds:

Long-term general obligation bonds shall be issued to finance capital improvements for purposes set forth by the voters in bond elections. The City is committed to completing the specific projects approved in a referendum election. In accordance with the City Charter, all general obligation bonds will be sold competitively. The City's full faith and taxing authority are irrevocably pledged to the timely payment of principal and interest of general obligation bonds.

Revenue Bonds:

Revenue bonds are limited liability obligations. The security for the bond is a pledge of a specific revenue stream. While these obligations are not backed by the City's full faith and credit, the City of Springfield recognizes the moral commitment made to bond holders and the importance of timely principal and interest payments on the City's credit rating.

Public Benefit Corporation:

The City has two non-profit public benefit corporations. The corporations issue bonds for City facilities and infrastructure. The bonds are paid solely from lease payments made by the City to the corporations and are not obligations of the City; however, the City recognizes its moral commitment to make timely principal and interest payments.

Financing improvements through the public benefit corporations provides the City greater flexibility in implementing the projects within the Capital Improvement Program and provides an orderly matching of cash collections with expenditures.

Structural Features

Capital Interest:

Capitalization of interest (using borrowed funds to pay interest on a debt obligation) provides a means of mitigating the immediate impact of new debt until the financed facilities are in full operation. This practice will be limited to interest on debt during construction and the start-up period for revenue generating facilities. Capitalized interest will generally be limited to four years or less. However, if there is a large-scale project, this period may be adjusted to reflect the needs of the project.

Credit Enhancement:

Credit enhancements such as bond insurance, letters of credit, and surety bonds guarantee timely payment of principal and interest. The use of credit enhancement results in a higher rating, thereby lowering the cost of the debt. Credit enhancement will be used when more than the cost of the credit enhancement reduces the net debt service on the bonds.

Premiums:

The City's bonds may be sold at a discount or premium in order to market bonds more effectively, achieve interest savings, or meet other financing objectives.

Refunding of Existing Debt:

Periodic reviews of all outstanding debt will be undertaken to determine refunding opportunities. Refunding will be considered when the analysis indicates the potential for present value savings of approximately 5% of the principal being refunded. Refunding will also be considered when there is a need to modify covenants essential to operations and management.

The City may choose to refund outstanding indebtedness when existing bond covenants or other financial structures impinge on prudent and sound financial management. Savings requirements for current or advance refunding may be waived by the

Financial Policies

City Manager upon finding that such a restructuring is in the City's overall best financial interest.

Conduit Financings:

Conduit financings are securities issued by a government agency to finance a project of a third party such as a non-profit organization or other private entity. The City may sponsor conduit financings for activities such as economic development that have a general public purpose and are consistent with the City's overall policy objectives. Unless a compelling public policy rationally exists, such conduit financings will not in any way pledge the City's faith and credit.

Management Practices

Bond Counsel:

The City will retain outside bond counsel for all debt issues. All obligations issued by the City will include a written opinion as to the legality and tax-exempt status of the obligation. The City will seek the advice of bond counsel on all other types of financing and any questions involving federal tax issues or arbitrage law.

Financial Advisor:

The City will retain the services of a financial advisor. The financial advisor will assist on the structuring of the obligations to be issued, inform the City of available options and advise the City on the timing and marketability of the obligations.

Investment of Bond Proceeds:

Investment of bond proceeds shall be consistent with those authorized by state law and City investment policy. Interest earned on bond proceeds may be used for the financed project.

Rating Agency Relations:

The City seeks to maintain the highest credit rating possible for all categories of debt that can be obtained without compromising the delivery of basic city services and achievement of City policy

objectives. Full disclosure of operations will be made to bond rating agencies. The City staff, with the assistance of a financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies. City staff will maintain open communications with the rating agencies, informing them of major financial events in the City. The Comprehensive Annual Financial Report shall be distributed to the rating agencies after it has been accepted by City Council.

Continuing Disclosure:

The City is committed to meeting secondary disclosure requirements on a timely and comprehensive basis. Official statements and Comprehensive Annual Financial Reports will meet the continuing disclosure standards set by Municipal Standards Rule Making Board (MSRB), the Government Accounting Standards Board (GASB), the Securities and Exchange Commission (SEC) and Generally Accepted Accounting Practices (GAAP). The Department of Finance shall be responsible for providing ongoing disclosure information to established national repositories and for compliance with disclosure standards set by state and national regulatory bodies.

Arbitrage:

Federal arbitrage legislation is intended to discourage entities from issuing tax-exempt obligations unnecessarily. In compliance with the spirit of the legislation, the City will issue obligations as close to the time the contracts are expected to be awarded as possible.

Because of the complexity of arbitrage rebate regulations and the severity of non-compliance penalties, the Finance Department shall contract for arbitrage rebate services. The City's bond counsel and financial advisor shall review in advance any arbitrage rebate payments and forms sent to the Internal Revenue Service.

Financial Policies

Legal Debt Margin:

The constitution of the State of Missouri limits the amount of general obligation and special assessment debt a municipality may issue to 30% of the assessed value of property. In 2009, assessed value in the City of Springfield was \$2,495,369,803. Springfield's outstanding debt may not exceed \$748,610,941. The City is not in danger of exceeding the legal debt margin.

Assessed Value - 2009	\$ 2,495,369,803
Debt Limit 30% of Assessed Value	\$ 748,610,941
Less Outstanding Debt Subject to Limitation	<u>\$ 13,775,000</u>
Debt Margin	\$ 734,835,941

Debt Service

2010-11 Requirements:

GENERAL OBLIGATION BONDS

	Original Issue	Principal Outstanding July 1, 2010	Principal	Interest and Fees
General Obligation Sewer Improvement Bonds, Series 2001B	3,000,000	2,050,000	140,000	97,000
General Obligation Sewer Improvement Bonds, Series 2003	3,050,000	2,010,000	190,000	76,000
General Obligation Sewer Improvement Bonds, Series 2005A	3,950,000	2,865,000	240,000	103,000
General Obligation Sewer Improvement Bonds, Series 2005B	4,000,000	3,000,000	255,000	118,000
General Obligation Sewer Improvement Bonds, Series 2010	3,335,000	3,335,000	190,000	98,000
Lone Pine Neighborhood Improvement District	675,000	515,000	30,000	19,000
TOTAL GENERAL OBLIGATION BONDS	18,010,000	13,775,000	1,045,000	511,000

LEASE HOLD REVENUE BONDS

Public Building Corporation Leasehold Revenue Bonds, Refunded Series 1999, 2001A, 2001B	27,890,000	-	-	17,000
Public Building Corporation Leasehold Revenue Bonds Refunding Series 1997 (Busch Building)	6,365,000	610,000	610,000	22,000
Public Building Corporation Leasehold Improvement Series 2004 Refunded 1995 (Parks Improvement)	3,360,000	205,263	37,015	11,792
Public Building Corporation Leasehold Revenue Bonds Series 1998 (Jordan Valley Park)	8,500,000	6,270,000	495,000	329,000
Public Building Corporation Leasehold Revenue Bonds Series 2000A (Jordan Valley Park)	5,916,467	5,796,467	40,000	109,000
Public Building Corporation Leasehold Revenue Bonds Series 2003 Recreation Ice Taxable	10,440,000	9,125,000	325,000	208,000
Public Building Corporation Leasehold Revenue Bonds Series 2002 (Capital Improvements Projects)	8,555,000	4,445,000	565,000	194,000
Public Building Corporation Leasehold Revenue Bonds Series 2002A (JVP Exposition Center)	19,375,000	18,930,000	380,000	874,000
Public Building Corporation Leasehold Revenue Bonds Series 2002B (Baseball Stadium)	6,130,000	5,420,000	150,000	411,000
Public Building Corporation Leasehold Revenue Bonds Series 2002C (Jordan Valley Park)	5,470,000	4,765,000	135,000	361,000
LCRA Series 2003 University Plaza	7,955,000	6,145,000	505,000	316,000
Public Building Corporation Leasehold Revenue Bonds Series 2004 Capital Improvements Projects	20,621,524	16,500,000	835,000	836,000
Public Building Corporation Leasehold Revenue Bonds Series 2004 Police Headquarters	3,344,198	2,680,000	135,000	140,000
Public Building Corporation Leasehold Revenue Bonds Series 2005B Cooper Tennis	2,800,000	2,315,000	115,000	100,000
LCRA SBDL Variable Rate Taxable Revenue Bonds	3,490,000	2,180,000	240,000	128,000
Public Building Corporation Leasehold Revenue Bonds Series 2001 Storm Water	4,000,000	495,000	495,000	23,000
Public Building Corporation Leasehold Revenue Bonds Series 2005A Capital Improvement Projects	5,705,000	4,210,000	355,000	166,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Storm Water Improvements	6,520,000	6,120,000	100,000	265,000
Public Building Corporation Leasehold Revenue Bonds Series 2007 Storm Water Improvements	8,730,000	7,950,000	325,000	372,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Storm Water Improvements	5,005,000	4,825,000	190,000	188,000
TOTAL PUBLIC BUILDING CORPORATION	170,172,189	108,986,730	6,032,015	5,070,792

Debt Service

2010-11 Requirements:

CERTIFICATES OF PARTICIPATION

	Original Issue	Principal Outstanding July 1, 2010	Principal	Interest and Fees
Certificates of Participation Series 2001 (Partnership Industrial Park - West)	4,080,000	1,315,000	470,000	50,000
Certificates of Participation Series 2007 Equipment Lease Purchase	748,900	393,526	152,612	13,808
Capital Lease Purchase - Service Center Fuel Tanks	306,000	227,220	28,534	9,302
Capital Lease Purchase - Parks Mowers	73,720	46,072	14,695	1,775
TOTAL CERTIFICATES OF PARTICIPATION	5,208,620	1,981,818	665,841	74,885

ENTERPRISE FUND REVENUE BONDS

State of Missouri State Revolving Fund Program Water Pollution Control, EIERA Series 1990, 1992 1994, and 1998 (Sewerage System)	40,355,000	7,715,000	3,709,000	531,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2002B	43,625,000	39,865,000	925,000	2,425,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2005A	7,110,000	6,810,000	100,000	425,000
State of Missouri State Revolving Fund Program Sewer Control, EIERA Series 2007A	7,855,000	7,325,000	280,000	370,000
Special Obligation Bonds - State of Missouri - Direct Loan Program, Series 2010	13,000,000	13,000,000	-	310,000
Public Building Corporation Leasehold Improvement Revenue Series 2004 Refunded 1995 (Trunk Sewer)	1,975,000	120,658	21,758	8,242
Public Building Corporation Leasehold Improvement Revenue Series 2004 Refunded 1995 (Golf)	4,650,000	284,075	51,227	14,507
Public Building Corporation Leasehold Revenue Bonds Estimated Issue Date June 1, 2001 (Airport)	34,550,000	8,495,000	445,000	426,000
Public Building Corporation Leasehold Revenue Bonds Series 2006 Airport-Mid Field Terminal Project	96,885,000	90,640,000	1,715,000	4,283,000
Public Building Corporation Leasehold Revenue Bonds Series 2009 Airport Rental Car Facility	6,955,000	6,780,000	225,000	392,000
TOTAL REVENUE BONDS	216,605,000	173,319,733	3,762,985	8,653,749

SPECIAL OBLIGATION BONDS

City of Springfield Special Obligation Bonds Series 2007 - Crime Lab	4,525,000	4,355,000	175,000	178,000
City of Springfield Special Obligation Bonds Series 2007 - Heers Parking Garage	5,745,000	5,745,000	10,000	262,000
City of Springfield Special Obligation Bonds Series 2007 - College Station Parking Garage	10,930,000	10,605,000	325,000	473,000
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 1999 (Storm Water/Warning System/Firestations)	16,000,000	11,395,000	860,000	453,000
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001A (Capital Improvement Projects)	7,885,000	4,095,000	545,000	140,000
City of Springfield Special Obligation Refunding Bonds Series 2010 Refunded 2001B (South Side Police Station)	4,005,000	2,845,000	180,000	114,000
TOTAL SPECIAL OBLIGATION BONDS	49,090,000	39,040,000	2,095,000	1,620,000



“Working with the Community”



HUMAN RESOURCES FULL-TIME EQUIVALENTS

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
<u>GENERAL OPERATING FUNDS</u>				
Building Development Services				
Director of Building Development Services*	D14	1.00	1.00	1.00
Code Administrator	P12	1.00	1.00	1.00
Professional Engineer	P12	2.00	2.00	2.00
Permitting Coordinator	P10	1.00	1.00	1.00
Plan Review Specialist*	P10	3.00	3.00	3.00
Code Compliance Investigator*	P10	1.00	1.00	1.00
Electrical Inspector*	P09	3.00	3.00	3.00
Mechanical and Plumbing Inspector	P09	1.00	1.00	1.00
Building Inspector	P09	3.00	3.00	3.00
Senior Inspector	P09	2.00	2.00	2.00
Land Development Inspector	P07	3.00	3.00	3.00
Permitting Services Representative*	P06	5.00	5.00	5.00
Executive Secretary	P05	1.00	1.00	1.00
Administrative Assistant*	P04	1.00	1.00	1.00
Clerical Assistant	P02	0.50	0.50	0.50
Total		28.50	28.50	28.50

*The Director of Building Development Services, one of the Plan Review Specialist, the Code Compliance Investigator, one of the Electrical Inspectors, one of the Permitting Services Representative and the Administrative Assistant positions will be unfunded and remain vacant in fiscal year 2010-11.

City Attorney				
City Attorney	D15	1.00	1.00	1.00
Assistant City Attorney V	P13	5.00	7.00	7.00
Assistant City Attorney IV	P12	2.00	0.00	0.00
Assistant City Attorney III	P11	2.00	2.00	2.00
Assistant City Attorney II	P10	0.00	0.00	0.00
Legal Investigator	P07	1.00	1.00	1.00
Litigation Paralegal	P06	5.00	5.00	5.00
Executive Secretary*	P05	1.00	1.00	1.00
Legal Technician	P05	0.00	0.00	0.00
Staff Assistant	P03	2.00	2.00	2.00
Total		19.00	19.00	19.00

*The Executive Secretary position will be unfunded and remain vacant in fiscal year 2010-11.

City Clerk				
City Clerk	D13	1.00	1.00	1.00
Assistant City Clerk	P08	1.00	1.00	1.00
Administrative Assistant*	P04	3.00	3.00	3.00
Clerical Assistant	P02	0.50	0.50	0.50
Total		5.50	5.50	5.50

*0.4 of the Administrative Assistant position will be unfunded and remain vacant in fiscal year 2010-11.

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
City Manager				
City Manager	D00	1.00	1.00	1.00
Deputy City Manager*	D17	1.00	1.00	1.00
Assistant City Manager	D16	1.00	1.00	1.00
Executive Assistant	P08	1.00	1.00	1.00
Administrative Asst. to Deputy City Manger	P07	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Executive Secretary*	P05	0.50	0.50	0.50
Administrative Assistant*	P04	1.00	1.00	1.00
Word Processing Operator*	P04	1.00	1.00	1.00
Total		8.50	8.50	8.50

*The Deputy City Manager, 0.5 of the Executive Secretary, the Administrative Assistant, and the Word Processing Operator positions will be unfunded and remain vacant in fiscal year 2010-11.

Finance				
Director of Finance	D15	1.00	1.00	1.00
Accounting Manager	P13	1.00	1.00	1.00
Purchasing Agent	P11	1.00	1.00	1.00
Contract Administrator	P10	1.00	1.00	1.00
Financial Analyst	P09	5.00	5.00	5.00
Licensing Supervisor	P09	1.00	1.00	1.00
Senior Buyer	P09	1.00	1.00	1.00
Accounting Technician	P07	2.00	2.00	2.00
Buyer	P07	3.00	3.00	3.00
License Inspector	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	5.00	5.00	5.00
License Technician	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II*	P05	2.00	2.00	2.00
Licensing Representative	P05	3.00	3.00	3.00
Office Administrator	P05	1.00	1.00	1.00
Accounting Clerk I	P04	1.00	1.00	1.00
Purchasing Assistnat	P04	0.00	1.00	1.00
Office Assistant	P03	1.00	0.00	0.00
Total		35.00	35.00	35.00

*One of the Accounting Services Representative, and one of the Accounting Clerk II positions will be unfunded and remain vacant in fiscal year 2010-11.

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Fire				
Fire Chief	D15	1.00	1.00	1.00
Assistant Fire Chief*	F13	3.00	3.00	3.00
Battalion Chief	F09	7.00	7.00	7.00
Fire Marshal*	F07	6.00	6.00	6.00
Fire Captain	F05	36.00	36.00	36.00
Fire Training Captain*	F05	3.00	3.00	3.00
Truck Company Captain	F05	9.00	9.00	9.00
Fire Equipment Operator	F03	45.00	45.00	45.00
Rescue and Salvage Specialist	F03	18.00	18.00	18.00
Firefighter	F01	84.00	84.00	71.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Total		217.00	217.00	204.00

*One Assistant Fire Chief, one Fire Marshal, and one of the Fire Training Captain positions will be unfunded and remain vacant in fiscal year 2010-11. Thirteen (13) firefighter positions will be funded with a federal grant for two years, and those FTE's are reflected in the Grant Fund - Fire Department section.

Human Resources

Director of Human Resources	D14	1.00	1.00	1.00
Senior Human Resources Coordinator*	P11	1.00	1.00	1.00
Senior Human Resources Specialist	P08	2.00	2.00	2.00
Payroll Coordinator	P07	1.00	1.00	1.00
Human Resources Specialist*	P07	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Payroll & Benefits Assistant	P05	1.00	1.00	1.00
Human Resources Assistant	P04	2.50	2.50	2.50
Office Assistant	P03	1.00	1.00	1.00
Total		14.50	14.50	14.50

*The Senior Human Resources Coordinator, and two of the Human Resources Specialist positions will be unfunded and remain vacant in fiscal year 2010-11.

Information Systems

Director of Information Systems	D15	1.00	1.00	1.00
GIS Coordinator	P11	1.00	1.00	1.00
Network Engineer	P11	0.00	1.00	1.00
Administrative Systems Analyst*	P09	4.00	4.00	4.00
Senior Database Administrator	P09	1.00	1.00	1.00
GIS Administrative Specialist	P09	1.00	0.00	0.00
Network Coordinator	P09	1.00	0.00	0.00
IS Support Center Coordinator	P09	1.00	1.00	1.00
Telecom Coordinator	P09	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Information Systems (cont.)				
Sr. Computer Programmer/Analyst	P08	2.00	2.00	2.00
GIS Analyst	P08	1.00	1.00	1.00
Sr. GIS Specialist	P07	2.00	3.00	3.00
Computer Programmer/Analyst*	P07	1.00	1.00	1.00
Network Technician	P07	0.00	2.00	2.00
Sr. Computer Technician	P07	4.00	2.00	2.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Computer Technician	P06	1.00	1.00	1.00
Total		23.00	23.00	23.00

*One Administrative Systems Analyst and the Computer Programmer/Analyst position will be unfunded and remain vacant in fiscal year 2010-11.

Mayor and Council				
Internal Auditor	D13	1.00	1.00	1.00
Total		1.00	1.00	1.00

Mayor's Commission				
Coordinator of the Mayor's Commission on Human Rights	P07	1.00	0.00	0.00
Administrative Assistant	P04	1.00	0.00	0.00
Total		2.00	0.00	0.00

Municipal Court				
Chief Judge of the Municipal Court	D14	1.00	1.00	1.00
Municipal Court Judge	P14	1.00	1.00	1.00
Municipal Court Administrator	P12	1.00	1.00	1.00
Computer System Administrator	P09	1.00	1.00	1.00
Clerk of the Municipal Court	P07	1.00	1.00	1.00
Probation Officer	P07	1.00	1.00	1.00
Accounting Services Representative	P06	1.00	1.00	1.00
Deputy Clerk of the Court	P05	10.00	10.00	12.00
Municipal Court Bailiff	P05	4.00	4.00	4.00
Probation Collections Officer	P05	1.00	1.00	1.00
Court Services Representative	P03	2.00	2.00	0.00
Clerical Assistant	P02	1.00	1.00	1.00
Total		25.00	25.00	25.00

*The Clerk of the Municipal Court position will be unfunded and remain vacant in fiscal year 2010-11.

Planning and Development				
Director of Planning and Development	D15	1.00	1.00	1.00
Economic Development Director	P14	0.90	0.90	0.90
Planning & Development Manager	P13	0.70	0.70	0.30
Principal City Planner	P11	1.60	1.88	2.00
Development Economist	P11	0.57	0.57	0.57

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Planning and Development (cont.)				
Community Development Loan Officer	P10	0.10	0.10	0.10
Senior City Planner	P10	4.47	5.15	6.32
Financial Analyst	P09	0.15	0.15	0.15
Associate City Planner*	P08	5.00	4.00	3.00
Cartographer	P07	0.85	0.85	0.00
Assistant City Planner	P06	0.50	0.99	1.37
Executive Secretary	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.40	1.40	1.40
Publications Design Assistant	P04	0.50	0.00	0.00
Total		18.74	18.69	18.11

*One Associate City Planner, one Assistant City Planner, the Executive Secretary and one of the Administrative Assistant positions will be unfunded and remain vacant in fiscal year 2010-11.

Police

Police Chief	D15	1.00	1.00	1.00
Police Planning Technician	P09	1.00	1.00	1.00
Police Services Administrator	P09	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Computer Forensic Analyst	P09	0.00	1.00	1.00
Latent Print Examiner	P07	1.00	1.00	1.00
Systems Coordinator	P07	1.00	1.00	1.00
Crime Research Analyst	P06	3.00	3.00	3.00
Forensic Evidence Technician	P06	2.00	2.00	2.00
Police Services Shift Leader	P06	4.00	4.00	4.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Web Designer	P06	0.50	0.50	0.50
GIS Technician	P05	1.00	1.00	1.00
Office Administrator	P05	2.00	3.00	3.00
Police Services Representative*	P05	37.50	37.50	37.50
Traffic Services Officer	P05	3.00	3.00	3.00
Administrative Assistant	P04	7.00	6.00	6.00
Office Specialist	P04	1.00	1.00	1.00
Data Entry Clerk*	P03	1.00	1.00	1.00
Clerical Assistant	P02	0.50	0.50	0.50
Police Major	L15	3.00	3.00	3.00
Police Lieutenant	L12	7.00	7.00	7.00
Police Sergeant	L10	23.00	23.00	23.00
Police Corporal	L05	44.00	43.00	43.00
Police Officer	L02	159.00	159.00	159.00
Total		305.50	305.50	305.50

*Four of the Police Services Representatives, and 0.5 of the Data Entry Clerk position will be unfunded and remain vacant in fiscal year 2010-11.

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Public Health Services				
Director of Public Health and Welfare	D15	1.00	1.00	1.00
Chief Medical Officer	P16	1.00	1.00	1.00
Assistant Director of Health	P14	1.00	1.00	1.00
Environmental Health Administrator	P12	0.00	1.00	1.00
Health Program Administrator	P12	2.00	2.00	2.00
Chief of Environmental Laboratory	P11	1.00	0.00	0.00
Environmental Health Coordinator	P11	1.00	0.00	0.00
Air Quality Control Coordinator	P10	1.00	1.00	1.00
Environmental Community Health Planner	P10	1.00	1.00	1.00
Fiscal Administrator	P10	1.00	1.00	1.00
Nurse Coordinator	P10	1.00	1.00	1.00
Chemist	P09	1.00	0.00	0.00
Coordinator of Epidemiological Services	P09	1.00	1.00	1.00
Health Data Analyst	P09	1.00	1.00	1.00
Health Educator	P09	1.00	1.00	0.00
Senior Lab Scientist	P09	0.00	1.00	1.00
Public Health Investigator III	P09	2.00	2.00	2.00
Public Health Nurse	P09	4.00	5.00	5.00
Community Health Nurse	P08	6.00	6.00	6.00
Milk Inspector	P08	2.00	2.00	2.00
Public Health Program Representative	P08	2.00	3.00	2.00
Public Health Investigator II*	P08	18.00	18.00	18.00
Supervisor of Animal Control	P08	1.00	1.00	1.00
Lab Scientist	P07	0.00	4.00	4.00
Clinic Nurse	P06	1.00	0.00	0.00
Medical Technologist	P06	1.00	0.00	0.00
Microbiologist	P06	2.00	0.00	0.00
Health Educator Assistant	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Senior Animal Control Officer	P06	0.00	1.00	1.00
Accounting Clerk II*	P05	1.00	2.00	2.00
Animal Control Officer	P05	8.00	7.00	7.00
Office Administrator	P05	1.00	1.00	1.00
Patient Services Assistant	P05	1.00	0.00	0.00
Accounting Clerk I	P04	0.00	0.00	1.00
Administrative Assistant	P04	5.00	5.00	3.00
Laboratory Technician	P04	1.00	0.00	0.00
Office Assistant	P03	2.00	0.00	0.00
Staff Assistant	P03	6.00	8.00	8.00
Custodian	C01	1.00	1.00	1.00
Total		82.00	82.00	79.00

*One Health Program Representative position, three Public Health Investigator II positions, and one Accounting Clerk II will be unfunded and remain vacant in fiscal year 2010-11.

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Public Information Department				
Director of Public Information	D13	1.00	1.00	1.00
Citizen Service Coordinator	P07	1.00	1.00	1.00
Special Projects Coordinator*	P07	0.50	0.50	0.50
Administrative Assistant	P04	2.00	2.00	2.00
Receptionist*	P03	2.00	2.00	2.00
Total		6.50	6.50	6.50

*0.5 of the Special Projects Coordinator and 1 Receptionist position will be unfunded and remain vacant in fiscal year 2010-11.

Public Parks				
Director of Parks and Recreation	D15	1.00	1.00	1.00
Assistant Director of Parks and Recreation	P14	1.00	1.00	1.00
Superintendent of Park General Services	P13	1.00	1.00	1.00
Superintendent of Recreation	P12	1.00	1.00	1.00
Superintendent of the Zoo	P12	1.00	1.00	1.00
Zoo Veterinarian	P12	1.00	1.00	1.00
Jordan Valley Park Manager	P11	1.00	1.00	1.00
Community Recreation Serv Administrator*	P10	4.70	4.70	4.70
General Curator	P10	1.00	1.00	1.00
Parks Health & Wellness Coordinator	P09	1.00	1.00	1.00
Accounting Services Coordinator	P08	1.00	1.00	1.00
Community Recreation Coordinator	P08	6.00	6.00	6.00
Senior Keeper	P07	2.00	2.00	2.00
Concession Supervisor	P07	1.00	1.00	1.00
Ice Hockey Coordinator	P07	1.00	1.00	1.00
Community Sports Coordinator	P07	1.00	1.00	1.00
Park Ranger*	P07	1.00	1.00	1.00
Accounting Services Rep	P06	1.00	1.00	1.00
Animal Health Technician	P06	1.00	1.00	1.00
Community Recreation Supervisor	P06	6.00	6.00	6.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II*	P05	2.00	2.00	2.00
Zoo Keeper*	P05	10.00	10.00	10.00
Administrative Assistant*	P04	3.00	3.00	3.00
Community Recreation Specialist	P04	2.00	2.00	2.00
Clerical Assistant	P02	1.00	1.00	1.00
Parks Maintenance Supervisor	C14	2.00	2.00	2.00
Parks Maintenance Equip Crew Leader	C12	1.00	1.00	1.00
Parks Forestry Team Leader	C11	1.00	1.00	1.00
Equipment Technician	C10	1.00	1.00	1.00
Craftsworker	C10	3.00	3.00	3.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Public Parks (cont.)				
Parks Maintenance Working Leader	C09	3.00	3.00	3.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00
Arborist Crew Leader	C08	1.00	1.00	1.00
Utility Worker	C08	6.00	6.00	6.00
Ice Park Operations Coordinator	C08	1.00	1.00	1.00
Arborist	C07	1.00	1.00	1.00
Gardener	C07	2.00	2.00	2.00
Parks Shop Attendant	C07	1.00	1.00	1.00
Parks Caretaker*	C06	10.00	10.00	10.00
Maintenance Worker	C05	5.00	5.00	5.00
Building Maintenance Worker*	C05	2.00	2.00	2.00
Custodian	C01	1.00	1.00	1.00
		96.70	96.70	96.70

*One of the Community Recreation Serv Administrator, the Park Ranger, one of the Accounting Clerk II, one of the Zoo Keeper, one of the Administrative Assistant, one of the Parks Caretaker I, and one of the Building Maintenance Worker positions will be unfunded and remain vacant in fiscal year 2010-11.

Public Works

Director of Public Works	D15	1.00	1.00	1.00
Assistant Director of Public Works*	P14	1.25	1.25	1.25
Principal Engineer	P13	1.75	1.75	1.75
Municipal Facilities Superintendent	P12	1.00	1.00	1.00
Professional Engineer*	P12	4.50	4.50	4.50
Financial Officer	P11	1.00	1.00	1.00
Fleet Administrator	P11	0.10	0.10	0.10
PW Operations Supervisor	P11	0.75	0.75	0.75
Right-of-Way Supervisor	P11	2.00	2.00	2.00
Facilities Specialist	P10	1.00	1.00	1.00
Senior Designer	P10	3.00	3.00	3.00
Supervisor of Survey Operations	P10	1.00	1.00	1.00
Designer	P09	1.00	1.00	1.00
Financial Analyst	P09	0.40	0.40	0.40
Senior Street & Sewer Construction Inspector*	P09	4.00	4.00	4.00
Survey Chief*	P08	3.00	3.00	3.00
Urban Forester*	P08	1.00	1.00	1.00
Accounting Technician	P07	0.40	0.40	0.40
Senior Engineering Technician	P07	2.00	2.00	2.00
Storm Water Technician	P07	1.00	1.00	1.00
Street & Sewer Construction Inspector*	P07	4.00	4.00	4.00
Accounting Services Representative*	P06	0.40	0.40	0.40
Right-of-Way Technician*	P06	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Public Works (cont.)				
Safety Technician	P06	0.30	0.30	0.30
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.40	0.40	0.40
Engineering Technician II*	P05	4.00	4.00	4.00
Mapping & Reprographics Technician	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.75	2.75	2.75
Engineering Technician I*	P04	3.00	3.00	3.00
Municipal Facilities Supervisor	C15	2.00	2.00	2.00
Equipment Maintenance Supervisor	C14	0.50	0.50	0.50
Public Grounds Maintenance Supervisor	C14	1.50	1.50	1.50
Building Maintenance Crew Leader	C12	1.00	1.00	1.00
Building Maintenance Team Leader	C11	0.00	0.00	0.00
Public Works Team Leader	C11	1.00	1.00	1.00
Building Maintenance Craftworker*	C10	13.00	13.00	13.00
Custodial Working Leader	C08	1.00	1.00	1.00
General Services Working Leader	C08	2.00	2.00	2.00
Grounds Maintenance Crew Leader	C08	2.00	2.00	2.00
Arborist Crew Leader*	C08	3.00	3.00	3.00
Equipment Operator II*	C07	5.00	5.00	5.00
Arborist*	C07	4.00	4.00	4.00
Lead Maintenance Worker*	C06	2.00	2.00	2.00
Building Maintenance Worker	C05	5.00	5.00	5.00
Maintenance Worker*	C05	6.40	6.40	6.40
Laborer	C03	2.00	2.00	2.00
Total		100.40	100.40	100.40

*0.75 of the Assistant Director of Public Works, one of the Professional Engineer, one of the Senior Street & Sewer Construction Inspector, one of the Survey Chief, the Urban Forester, two of the Street & Sewer Construction Inspector, the Accounting Service Representative, the Right-of-Way Technician, three of the Engineering Technician II, one of the Engineering Technician I, one of the Building Maintenance Craftworker, one of the Arborist Crew Leader, one of the Equipment Operator II, one of the Arborist, two of the Lead Maintenance Worker, and 0.4 of the Maintenance Worker will be unfunded and remain vacant in fiscal year 2010-11.

Public Works Transportation

Assistant Director of Public Works*	P14	1.75	1.75	1.75
Superintendent of Streets	P13	1.00	1.00	1.00
Principal Engineer	P13	0.25	0.25	0.25
Professional Engineer	P12	6.25	6.25	6.25
PW Operations Supervisor	P11	0.25	0.25	0.25
Chief Inspector	P10	0.00	0.00	0.00
Senior Designer	P10	1.00	1.00	1.00
Project Engineer	P10	1.00	1.00	1.00
Supervisor of Signal Operations	P10	1.00	1.00	1.00
Designer	P09	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Public Works Transportation (cont.)				
Financial Analyst	P09	0.20	0.20	0.20
Signal Operations Coordinator	P09	1.00	1.00	1.00
Project Engineering Technician	P08	0.00	0.00	0.00
Senior Signal Technician*	P08	4.00	4.00	4.00
Street & Sewer Construction Inspector	P07	3.00	3.00	3.00
Senior Engineering Technician	P07	1.00	1.00	2.00
Traffic Signal Inspector	P07	1.00	1.00	1.00
Accounting Technician	P07	0.20	0.20	0.20
Accounting Services Representative*	P06	0.20	0.20	0.20
Asset Management Technician	P06	1.00	1.00	1.00
Signal Crew Worker	P06	1.00	1.00	1.00
Traffic Technician II	P06	2.00	2.00	1.00
Safety Technician	P06	0.30	0.30	0.30
Accounting Clerk II	P05	0.20	0.20	0.20
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	1.25	1.25	1.25
Traffic Data Collector	P04	1.00	1.00	1.00
Street Maintenance Supervisor	C14	3.00	3.00	3.00
Traffic Operations Supervisor	C14	1.00	1.00	1.00
Public Grounds Maintenance Supervisor	C14	0.50	0.50	0.50
Public Works Team Leader	C11	7.00	7.00	7.00
Crafts Worker	C10	6.00	8.00	8.00
Traffic Controls Working Leader	C10	1.00	1.00	1.00
Equipment Operator III	C09	5.00	3.00	3.00
Sign Fabricator	C08	1.00	1.00	1.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Equipment Operator II	C07	18.00	18.00	18.00
Traffic Controls Worker II*	C07	6.00	6.00	6.00
Maintenance Worker*	C05	17.00	17.00	17.00
Laborer*	C03	1.00	1.00	1.00
Total		99.35	99.35	99.35

*0.25 of the Assistant Director of Public Works and the Accounting Services Representative positions will be unfunded and remain vacant in fiscal year 2010-11.

TOTAL GENERAL OPERATING FUNDS	1088.19	1086.14	1069.56
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Average Annual Increase (Decrease) 2009-2011	-0.86%
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Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
<u>GRANTS AND SPECIAL REVENUE FUNDS</u>				
Art Museum				
Director of Art Museum	D14	1.00	1.00	1.00
Assistant Director of Art Museum	P11	1.00	1.00	1.00
Curator of Collections	P09	1.00	1.00	1.00
Curator of Exhibits	P09	1.00	1.00	1.00
Museum Educator	P08	1.00	1.00	1.00
Registrar	P07	1.00	1.00	1.00
Preparator	P06	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Librarian	P04	1.00	1.00	1.00
Art Museum Security Officer	P03	2.00	2.00	2.00
Clerical Assistant	P02	0.50	0.50	0.50
Custodian	C01	2.00	2.00	2.00
Total		13.50	13.50	13.50

Emergency Communications				
Director of Emergency Communications	D14	1.00	1.00	1.00
Asst Director of Emergency Communications	P11	1.00	1.00	1.00
CAD Operations Coordinator	P09	1.00	1.00	1.00
Computer System Administrator	P09	1.00	1.00	1.00
Telecommunications Supervisor	P08	3.00	3.00	3.00
Senior 911 Telecommunicator	P07	6.00	6.00	9.00
911 Telecommunicator	P06	59.00	59.00	56.00
Executive Secretary	P05	1.00	1.00	1.00
Total		73.00	73.00	73.00

*One Telecommunications Supervisor, one Senior 911 Telecommunicator, and nine 911 Telecommunicator positions will be unfunded and remain vacant in fiscal year 2010-11.

Law Enforcement Sales Tax				
Assistant City Attorney I	P09	1.00	1.00	1.00
Crime Research Analyst	P06	1.00	1.00	1.00
Police Services Shift Leader	P06	1.00	1.00	1.00
Investigative Services Supervisor	P06	1.00	1.00	1.00
Police Services Representative	P05	5.00	5.00	5.00
Investigative Services Specialist	P05	3.00	3.00	3.00
Data Entry Clerk	P03	1.00	1.00	1.00
Police Captain	L13	1.00	0.00	0.00
Police Lieutenant	L12	2.00	3.00	3.00
Police Sergeant	L10	7.00	7.00	7.00
Police Corporal*	L05	14.00	14.00	14.00
Police Officer*	L02	54.00	54.00	54.00
Total		91.00	91.00	91.00

*One Police Corporal and four of the Police Officer positions will be unfunded and remain vacant in fiscal year 2010-11.

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
MSU/Drury Substation				
Police Sergeant	L10	1.00	1.00	1.00
Police Officer	L02	7.00	9.00	9.00
Total		8.00	10.00	10.00
Parks Sales Tax				
Asst City Attorney V	P13	1.00	1.00	1.00
Superintendent of Special Facilities	P12	1.00	1.00	1.00
Parks Operations Supervisor	P11	1.00	1.00	1.00
Superintendent of Business Operations	P11	1.00	1.00	1.00
Community Recreation Serv Administrator	P10	3.30	3.30	3.30
Senior Parks Planner	P10	1.00	1.00	1.00
Financial Analyst	P09	1.00	1.00	1.00
Parks Supervisor	P09	1.00	1.00	1.00
Public Information Administrator	P09	1.00	1.00	1.00
Associate Parks Planner*	P08	1.00	1.00	1.00
Community Recreation Coordinator	P08	4.00	4.00	4.00
Livestock Coordinator	P08	1.00	1.00	1.00
Parks Ranger Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Senior Keeper	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	0.50	0.50	0.50
Parks Ranger	P07	3.00	3.00	3.00
Community Recreation Supervisor	P06	3.00	3.00	3.00
Farmhand Supervisor	P06	1.00	1.00	1.00
Fitness & Wellness Supervisor	P06	1.00	1.00	1.00
Zoo Keeper	P05	3.00	3.00	3.00
Accounting Clerk I	P04	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Community Recreation Specialist	P04	6.00	6.00	6.00
Parks Maintenance Supervisor	C14	1.00	1.00	1.00
Instrument Technician*	C12	1.00	1.00	1.00
Building Maintenance Team Leader	C11	1.00	1.00	1.00
Craftsworker	C10	3.00	3.00	3.00
Grounds Maintenance Crew Leader	C08	1.00	1.00	1.00
Utility Worker	C08	5.00	5.00	5.00
Arborist	C07	1.00	1.00	1.00
Equipment Operator II	C07	1.00	1.00	1.00
Gardener	C07	2.00	2.00	2.00
Parks Caretaker	C06	11.00	11.00	11.00
Maintenance Worker	C05	5.00	5.00	5.00
Building Maintenance Worker	C05	1.00	1.00	1.00
Custodian	C01	1.00	1.00	1.00
Total		73.80	73.80	73.80

*The Associate Parks Planner, and the Instrument Technician will be unfunded and remain vacant in fiscal year 2010-11.

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Grant Fund - Community Development				
Economic Development Director	P14	0.10	0.10	0.10
Planning & Development Manager	P13	0.30	0.30	0.70
Grants Administrator	P11	1.00	1.00	1.00
Development Economist	P11	0.43	0.43	0.43
Community Development Loan Officer	P10	0.90	0.90	0.90
Senior City Planner	P10	0.17	0.17	0.63
Project Specialist II	P10	1.00	1.00	1.00
Financial Analyst	P09	1.70	1.70	1.45
Project Specialist	P09	2.00	2.00	2.00
Associate City Planner	P08	1.00	1.00	0.00
Assistant City Planner	P06	0.90	0.90	0.63
Loan Technician	P06	0.50	0.50	0.50
Administrative Assistant	P04	1.60	1.60	2.60
Total		11.60	11.60	11.94

*One Administrative Assistant will be unfunded and remain vacant in fiscal year 2010-11.

Grant Fund - Fire Department				
Firefighter	F01	0.00	0.00	13.00
Total		0.00	0.00	13.00

*Three firefighters positions will be filled mid-year. Salaries for those positions have been budgeted at a rate of 75% of the year.

Grant Fund - Home Investment				
Community Development Loan Officer	P10	1.00	1.00	1.00
Financial Analyst	P09	0.00	0.00	0.40
Loan Technician	P06	0.50	0.50	0.50
Housing Assistance Technician	P06	1.00	1.00	1.00
Total		2.50	2.50	2.90

Grant Fund - Parks				
Community Recreation Supervisor	P06	0.00	0.00	1.00
		0.00	0.00	1.00

Grant Fund - Planning				
Principal City Planner	P11	0.40	0.12	0.00
Senior City Planner	P10	2.36	2.41	0.05
Financial Analyst	P09	0.15	0.15	0.00
Associate City Planner	P08	1.00	1.00	0.00
Cartographer	P09	0.15	0.15	0.00
Assistant City Planner	P06	0.60	0.38	0.00
Administrative Assistant	P04	0.00	1.00	0.00
Publications Design Assistant	P04	0.50	0.00	0.00
Total		5.16	5.21	0.05

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Grant Fund - Police				
Police Officer	L02	2.00	2.00	2.00
Total		2.00	2.00	2.00
Grant Fund - Public Health				
Senior Air Quality Specialist	P09	1.00	1.00	1.00
Coordinator of Epidemiological Services	P09	0.00	1.00	1.00
Educator & Volunteer Coordinator	P09	1.00	1.00	1.00
Health Educator	P09	0.00	0.00	1.00
Public Health Planner	P09	1.00	1.00	1.00
Public Information Administrator	P09	0.00	1.00	0.00
Public Health Information Administrator	P09	0.00	0.00	1.00
Air Quality Specialist	P08	3.00	3.00	3.00
Communicable Disease Control Specialist	P08	1.00	0.00	0.00
Community Health Nurse	P08	1.00	1.00	1.00
Public Health Information Specialist	P08	1.00	0.00	0.00
Public Health Program Representative	P08	1.00	1.00	1.00
Administrative Assistant	P04	0.80	0.00	1.00
Total		10.80	10.00	12.00
*The Senior Air Quality Specialist and the Educator & Volunteer Coordinator position will be unfunded and remain vacant in fiscal year 2010-11.				
Grant Fund - Telecable				
Production Manager	P09	1.00	1.00	1.00
Web Coordinator	P07	1.00	1.00	1.00
Multimedia Coordinator	P07	1.00	1.00	1.00
Special Projects Coordinator	P07	1.00	1.00	1.00
Video Specialist	P06	3.00	3.00	3.00
Graphic Production Assistant	P05	1.00	1.00	1.00
Total		8.00	8.00	8.00
Grant Fund - WIC Program				
WIC Program Coordinator	P10	1.00	1.00	1.00
Public Health Program Representative	P08	0.00	0.00	1.00
Senior Nutritionist	P07	0.00	0.00	1.00
Nutritionist	P07	4.00	4.00	3.00
Office Administrator	P05	0.00	1.00	1.00
Administrative Assistant	P04	1.00	0.00	0.00
Health Program Assistant	P03	4.00	4.00	4.00
Total		10.00	10.00	11.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Grant Fund - Workforce Development				
Director of Workforce Development	D14	1.00	1.00	1.00
Accounting Supervisor	P09	1.00	1.00	1.00
Workforce Development Supervisor	P09	0.00	0.00	4.00
Administrative Assistant to the Director	P08	1.00	1.00	1.00
Network Administrator	P08	1.00	1.00	1.00
Program Compliance Coordinator	P08	0.00	0.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Business Services Specialist	P07	0.00	0.00	2.00
Employment and Training Supervisor	P07	5.00	5.00	0.00
Senior Workforce Development Specialist	P07	0.00	0.00	2.00
Accounting Services Representative	P06	2.00	2.00	2.00
Workforce Development Specialist	P06	32.00	32.00	27.00
E & T Instructor	P06	2.00	2.00	2.00
Executive Secretary	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	3.00	3.00	3.00
Office Assistant	P03	0.00	0.00	1.00
Receptionist	P03	2.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
Total		54.00	54.00	54.00

TOTAL GRANTS AND SPECIAL REVENUE FUNDS

363.36

364.61

377.19

ENTERPRISE FUNDS

Airport

Director of Aviation	D15	1.00	1.00	1.00
Assistant Director of Aviation, Operations	P14	1.00	1.00	1.00
Assistant Director of Aviation, Admin	P12	1.00	1.00	1.00
Assistant City Attorney III	P11	1.00	1.00	1.00
Airport Operations Supervisor	P10	1.00	1.00	1.00
Airport Network Coordinator	P09	1.00	1.00	1.00
Marketing & Communications Coordinator	P09	1.00	1.00	1.00
Airport Police Supervisor	P08	1.00	1.00	1.00
Accounting Technician	P07	1.00	1.00	1.00
Airport Police Officer	P07	9.00	9.00	9.00
Ground Services Supervisor	P07	1.00	1.00	1.00
Systems Coordinator	P07	1.00	1.00	1.00
Gen Aviation Customer Service Coord.	P06	1.00	1.00	1.00
Senior Executive Secretary	P06	1.00	1.00	1.00
Accounting Clerk II	P05	1.00	1.00	1.00
Graphic Production Assistant	P05	1.00	1.00	1.00
Office Administrator	P05	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Airport (cont.)				
Publications Design Assistant	P04	0.00	0.00	0.00
Accounting Clerk I	P04	1.00	1.00	1.00
Administrative Assistant	P04	0.00	0.00	0.00
Airport Customer Service Representative	P03	4.00	4.00	5.00
Terminal Services Assistant	P03	0.00	1.00	1.00
Clerical Assistant	P02	2.00	1.00	1.00
Aircraft Services Coordinator	C14	1.00	1.00	1.00
Airport Maintenance Supervisor	C14	2.00	2.00	2.00
Aircraft Services Trainer	C12	1.00	2.00	2.00
Heavy Equipment Technician	C11	1.00	1.00	1.00
Aircraft Services Specialist	C10	15.00	14.00	14.00
Equipment Technician	C10	1.00	1.00	1.00
Lead Aircraft Services Technician	C10	0.00	1.00	1.00
Asst. Equipment Technician	C08	1.00	1.00	1.00
Utility Worker	C08	4.00	4.00	4.00
Aircraft Line Services Technician	C07	0.00	9.00	9.00
Aircraft Ground Services Lead Agent	C06	4.00	4.00	4.00
Airfield Maintenance Worker	C06	7.00	7.00	7.00
Building Maintenance Worker	C05	1.00	1.00	1.00
General Aviation Line Service Specialist	C03	4.00	0.00	0.00
Custodian	C01	9.00	9.00	9.00
Total		83.00	89.00	90.00
Golf				
Golf Facilities Supervisor	P09	1.00	1.00	1.00
Golf Course Superintendent	P06	3.00	3.00	3.00
Equipment Technician	C10	1.00	1.00	1.00
Golf Course Working Leader	C06	1.00	1.00	1.00
Golf Course Worker	C05	11.00	11.00	11.00
Maintenance Worker	C05	1.00	1.00	1.00
Total		18.00	18.00	18.00
Sanitary Sewerage System				
Assistant Director of Public Works	P14	0.80	0.80	0.80
Superintendent of Sanitary Services	P13	1.00	1.00	1.00
Plant Superintendent	P12	1.00	1.00	1.00
Professional Engineer	P12	1.25	1.25	1.25
Control System Engineer	P12	2.00	2.00	2.00
Collection System Supervisor	P11	1.00	1.00	1.00
Environmental Compliance Officer	P11	1.00	1.00	1.00
Laboratory Supervisor	P11	1.00	1.00	1.00
Plant Maintenance Engineer	P11	1.00	1.00	1.00
NW Treatment Plant Supervisor	P10	1.00	1.00	1.00
Biosolids Coordinator	P09	1.00	1.00	1.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Sanitary Sewerage System (cont.)				
Chemist	P09	2.00	2.00	2.00
Plant Shift Supervisor	P09	4.00	4.00	4.00
Pretreatment Inspector	P09	2.00	2.00	2.00
Sewer Operations Coordinator	P09	1.00	1.00	1.00
Financial Analyst	P09	0.30	0.30	0.30
Wastewater Video Technician	P08	1.00	1.00	1.00
Laboratory Analyst	P07	3.00	3.00	3.00
Maintenance Engineer Technician	P07	1.00	1.00	1.00
Plant Operator III	P07	4.00	4.00	4.00
Street & Sewer Construction Inspector	P07	2.00	2.00	2.00
Water Pollution Control Inspector II	P07	1.00	1.00	1.00
Accounting Technician	P07	0.30	0.30	0.30
Accounting Services Representative*	P06	0.30	0.30	0.30
Plant Operator II	P06	7.00	7.00	7.00
Safety Technician	P06	0.30	0.30	0.30
Revenue Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.30	0.30	0.30
Infiltration & Inflow Technician	P05	2.00	2.00	2.00
Office Administrator	P05	1.00	1.00	1.00
Administrative Assistant	P04	2.00	2.00	2.00
Staff Assistant	P03	1.00	1.00	1.00
WW Plant Maintenance Supervisor	C15	1.00	1.00	1.00
Instrument Technician	C12	1.00	1.00	1.00
Plant Electrician	C12	1.00	1.00	1.00
Plant Maintenance Mechanic II	C11	2.00	2.00	2.00
Plant Maintenance Mechanic I	C10	6.00	6.00	6.00
Parts & Inventory Control Clerk	C08	1.00	1.00	1.00
Sewer Cleaning Working Leader	C08	3.00	3.00	3.00
Sewer Repair Working Leader	C08	2.00	2.00	2.00
Equipment Operator II	C07	3.00	3.00	3.00
Maintenance Worker	C05	11.00	11.00	11.00
Sewer Video Crew Worker	C05	0.00	0.00	0.00
Wastewater Sludge Truck Operator	C05	2.00	3.00	3.00
Laborer	C03	3.00	2.00	2.00
Total		84.55	84.55	84.55

*The Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2010-11.

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Solid Waste				
Assistant Director of Public Works	P14	0.20	0.20	0.20
Superintendent of Solid Waste	P13	1.00	1.00	1.00
Materials Recovery Education Coordinator	P09	1.00	1.00	1.00
Financial Analyst	P09	0.10	0.10	0.10
Environmental Technician	P08	2.00	2.00	2.00
Collection Center Coordinator	P07	1.00	1.00	1.00
Accounting Technician	P07	0.10	0.10	0.10
Accounting Services Representative*	P06	0.10	0.10	0.10
Safety Technician	P06	0.10	0.10	0.10
Collection Center Technician	P06	1.00	1.00	1.00
Accounting Clerk II	P05	0.10	0.10	0.10
Administrative Assistant	P04	2.00	2.00	2.00
Landfill Supervisor	C17	1.00	1.00	1.00
Heavy Equipment Technician	C11	2.00	2.00	2.00
Equipment Operator III	C09	6.00	6.00	6.00
Assistant Equipment Technician	C08	1.00	1.00	1.00
YRC Working Leader	C08	1.00	1.00	1.00
YRC Equipment Operator	C06	1.00	1.00	1.00
Maintenance Worker	C05	2.00	2.00	2.00
Weighmaster	C05	2.00	2.00	2.00
Recycling Center Attendant	C03	2.00	2.00	2.00
Laborer	C03	2.00	2.00	2.00
Total		28.70	28.70	28.70

*The Accounting Services Representative position will be unfunded and remain vacant in fiscal year 2010-11.

TOTAL ENTERPRISE FUNDS

214.25

220.25

221.25

INTERNAL SERVICE FUND

Print Shop

Print Shop Supervisor	P07	1.00	1.00	1.00
Print Shop Assistant Operator	P04	1.00	1.00	1.00
Total		2.00	2.00	2.00

Self-Insurance Fund

Risk Management Administrator	P11	1.00	1.00	1.00
Safety Coordinator	P09	1.00	1.00	1.00
Senior Human Resources Specialist	P08	1.00	1.00	1.00
Human Resource Specialist	P07	1.00	1.00	1.00
Total		4.00	4.00	4.00

Budgeted Positions

Full-Time Equivalents:

		2008-09 Adopted	2009-10 Adopted	2010-11 Proposed
Service Center				
Fleet Administrator	P11	0.90	0.90	0.90
Fleet Systems Coordinator	P09	1.00	1.00	1.00
Administrative Assistant	P04	1.00	1.00	1.00
Equipment Maintenance Supervisor	C14	1.50	1.50	1.50
Heavy Equipment Technician	C11	4.00	4.00	4.00
Parts and Inventory Supervisor	C11	1.00	1.00	1.00
Collision Repair/Refinishing Technician*	C10	1.00	1.00	1.00
Equipment Technician	C10	5.00	5.00	5.00
Parts and Inventory Technician	C06	2.00	2.00	2.00
Service Technician*	C05	4.00	4.00	4.00
Parts and Inventory Clerk*	C04	1.00	1.00	1.00
Total		22.40	22.40	22.40

*The Collision Repair/Refinishing Technician, one of the Service Technician, and the Parts and Inventory Clerk positions will be unfunded and remain vacant in fiscal year 2010-11.

TOTAL INTERNAL SERVICE FUNDS	28.40	28.40	28.40
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TOTAL FULL-TIME EQUIVALENTS - ALL FUNDS	1694.20	1699.40	1696.40
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Average Annual Increase (Decrease) 2009-2011	0.06%
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GENERAL OPERATING BUDGET

General Fund
Public Parks Fund
Public Health Services Fund
Public Works Transportation Fund



“Working with the Community”

Budget Process

Four Stages of the Budget Process:

- A. Budget Preparation – Departments are required to prepare their program budget requests for the upcoming fiscal year on forms supplied by the Director of Finance. The amounts requested must be justified in terms of the results to be achieved.
- B. Budget and Program Review – The Director of Finance reviews all departments' program budget requests and makes recommendations to the City Manager. The City Manager and the Director of Finance confer with department officials to determine appropriate budget levels, after which the City Manager makes the final budget decisions and submits his recommendation to the Mayor and the City Council.
- C. Consideration and Adoption – Sixty days prior to the City's fiscal year end, the City Manager's recommended budget is given to the Mayor and City Council for their review. They may make changes during this 60-day period and adopt the budget in accordance with provisions of the Charter.
- D. Execution of the Budget Plan – The actual implementation of the budget as adopted by the Mayor and City Council. Effective July 1 of the fiscal year.

Budget Transfers:

The City Manager, with the approval of the Council and upon the recommendation of the department or agency head, may transfer any unencumbered appropriation balance or portion thereof from one classification of expenditure to another within an office, department or agency. At the request of the City Manager, and within the last three months of the fiscal year, the Council may, by resolution, transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another unless otherwise provided in the Charter. No transfer shall be made of specified fixed appropriations.

Budget Amendments:

After the budget is adopted, Council must approve any increase due to unanticipated expenses, grant revenue, or other revenue sources. An increase in the number of full-time or part-time positions allocated to a department must also be presented to Council for approval.

Balanced Budget:

To provide for a continuing level of government services and financial stability, the City of Springfield operates with a balanced operating budget that supports current expenditures with current revenues. Current revenues are defined as taxes, charges and fees, intergovernmental revenue, interest and other miscellaneous revenue. Current expenditures are defined as personnel, supplies, services, and general operating equipment. The operating budget does not include major capital equipment and capital improvement projects. These projects and cost are included in the six-year Capital Improvement Program (CIP).

The City is committed to meeting this policy under normal circumstances. It is recognized, there may be times when it is advisable and necessary to use the cash reserves to balance the operating budget. If the annual budget requires the use of fund balance to match operating revenues and expenses, the amount of the fund balance used and the purpose for which it is appropriated shall be identified in the annual budget message.

Budget Preparation Schedule

Action Steps:	Responsibility:	Date:
Distribute FTE Sheets, Org Charts & Performance Measures	Finance Department	December 23, 2009
Distribute Instructions for Budget Preparation and Line Item Budgets.	Finance Department	December 28, 2009
Begin Revenue Projections, Debt Service & Salary Projection	Finance Department	January 2010
Salary Information due back to Finance	All Departments	January 22, 2010
Line items, Org Charts & Performance Measures due back to Finance.	All Departments	February 19, 2010
Review Estimated Revenue & Projected Expenses	City Manager & Finance Department	March 2010
Proposed Funding Priorities from City Manager	City Manager	April 12, 2010
Proposed Budget Draft to City Manager's Office	Finance Department	April 20, 2010
Proposed Budget to Mayor and City Council	City Manager & Finance Department	April 30, 2010
Council Review of Budget	Mayor & City Council	May 3-14, 2010
Submit Budget Ordinance for Public Hearing and First Reading	City Manager & Finance Department	June 1, 2010
Submit Budget Ordinance for Second Reading and Passage	City Manager & Finance Department	June 14, 2010

Budget Policies

- ✘ Maintain an appropriate level of general government services funded from current resources.
- ✘ Maintain fund balance at a level of 8-10% of our operating funds budget.
- ✘ Provide competitive pay and benefits to our employees for our market and region
 - Compare employee pay with those of the 15 cities surveyed and local salary information. The goal is to be competitive with the benchmarked cities and the local market. Generally, the City tries to keep salaries in the middle third of the benchmarked cities.
 - Maintain salaries and benefits in the range 73-77% of the operating funds budget.
- ✘ Provide a consistent level of service through appropriate use of non-recurring revenue.
 - Use of one-time revenue should be limited to non-recurring expenses such as land acquisitions or major capital purchases.
- ✘ Continue to look for new sources of revenue to improve the balance in the revenue structure.
- ✘ Maximize cost recovery through fees for municipal services, consistent with City Council direction.
 - Finance Department shall review charges for municipal services annually.
 - Efficiencies achieved in delivery of services shall be accompanied by a reduction in the fee.
 - Recommended fee increases shall be subject to an annual cap.
- ✘ Seek the best level of service at the least cost through City forces, private sector contracts and not-for-profit contracts.
 - Contracts for private sector services will include a formal bid process to insure an equal opportunity for the private sector to submit competitive bids.
 - Contracts with not-for-profit organizations will be evaluated based on how well the services meet a City priority or community need that is not otherwise being met and matches a service requirement listed in the City Charter.
 - All contracts will include specific services to be provided and will require a financial and services accomplishment report.

Overview of General Fund Budget

FY 2010 Compared to FY 2011:

2010-11 Adopted Budget	\$ 67,004,000
2009-10 Adopted Budget	\$ 71,444,000
Decrease 6.2%	<u>\$ (4,440,000)</u>

Resources:

Decrease in Sales Tax Revenue	\$ (3,200,000)	-4.5%
Decrease in Payments In Lieu of Taxes Revenue	\$ (925,000)	-1.3%
Decrease in Charges & Fees Revenue	\$ (195,000)	-0.3%
Decrease in Licenses & Fines Revenue	\$ (225,000)	-0.3%
Increase in Gross Receipts	\$ 300,000	0.4%
Net Decrease in Other Revenue	\$ (195,000)	-0.3%
	<u>\$ (4,440,000)</u>	<u>-6.2%</u>

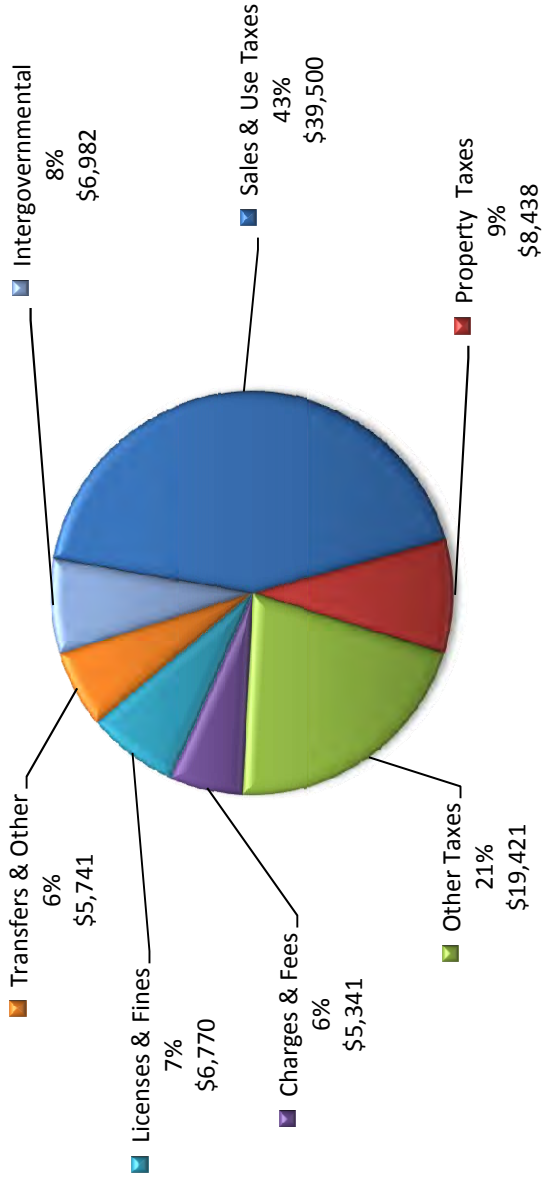
Expenditures:

Reduction due to Frozen Positions	\$ (1,575,000)	-2.2%
Reduction in Pension Contribution Rate to 35%	\$ (3,986,000)	-5.6%
Reduction in FY 2010 Budget Cuts	\$ (715,000)	-1.0%
Increase in Transfers to Other Funds	\$ 145,000	0.2%
Increase in Employee Pay & Benefits	\$ 572,000	0.8%
Funding for Critical Needs	\$ 303,000	0.4%
3 Police Services Representatives & 1 Senior Executive Secretary	\$ 145,000	0.2%
Other Operational Increases	\$ 671,000	0.9%
	<u>\$ (4,440,000)</u>	<u>-6.2%</u>

City of Springfield, Missouri - 2010-2011 Annual Operating Budget

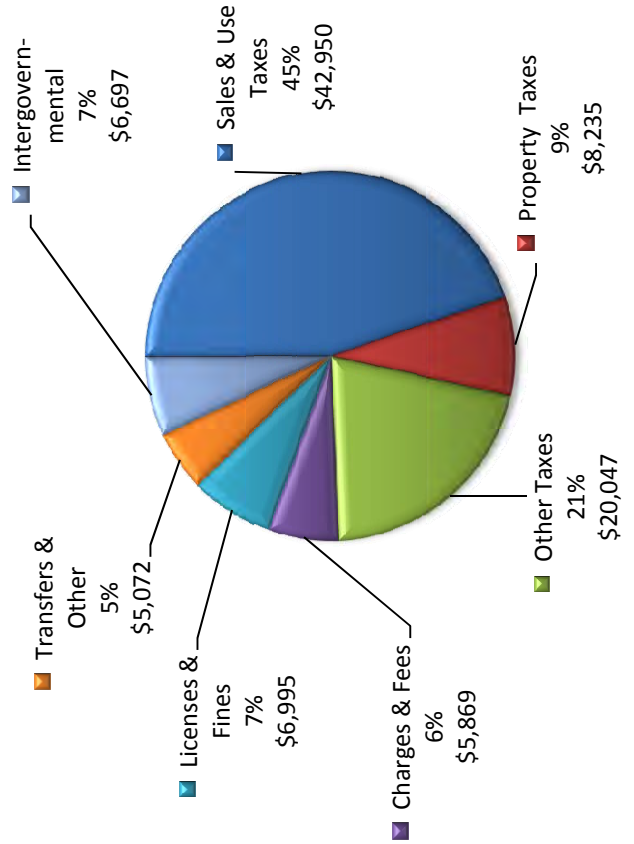
2010-2011 OPERATING BUDGETED RESOURCES

General Operating Fund \$92,193



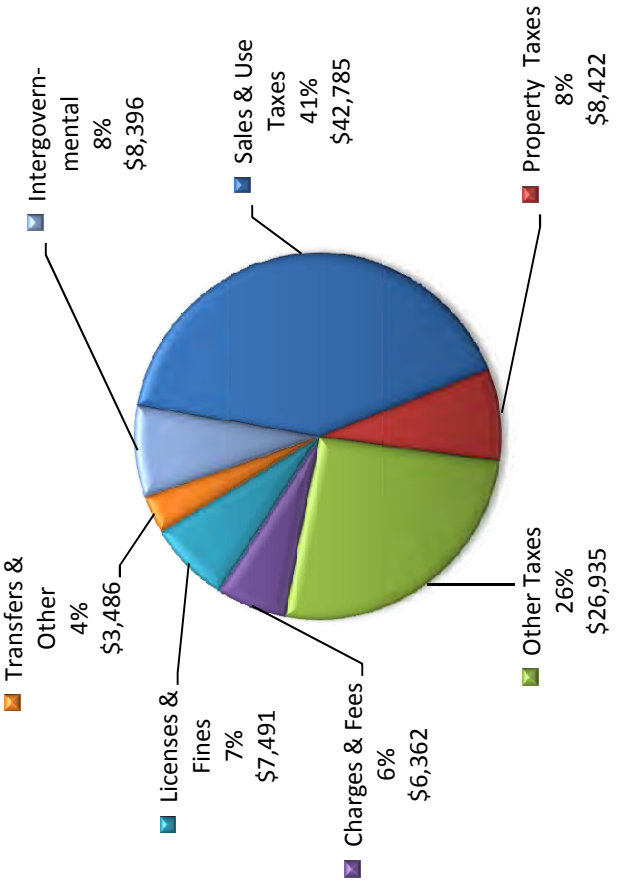
2009-2010 OPERATING BUDGETED RESOURCES

General Operating Fund \$95,865



2008-2009 OPERATING ACTUAL RESOURCES

General Operating Fund \$103,877



All amounts are expressed in thousands. Intrafund transfers have been eliminated.

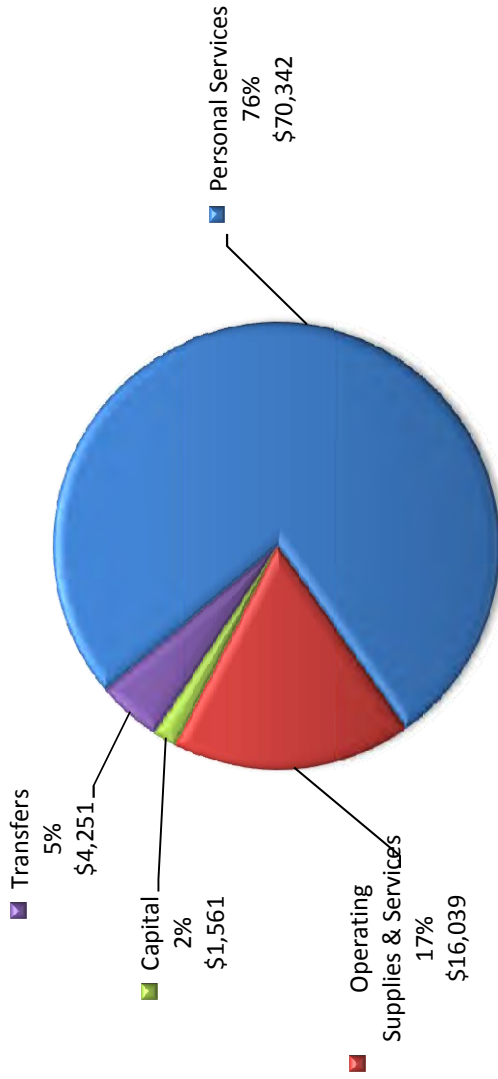


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City of Springfield, Missouri - 2010-2011 Annual Operating Budget

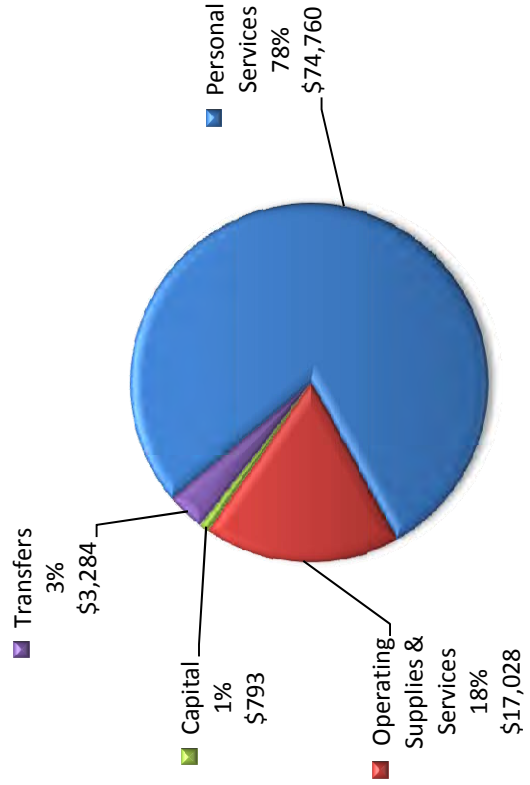
2010-2011 OPERATING BUDGETED APPROPRIATIONS

General Operating Funds \$92,193



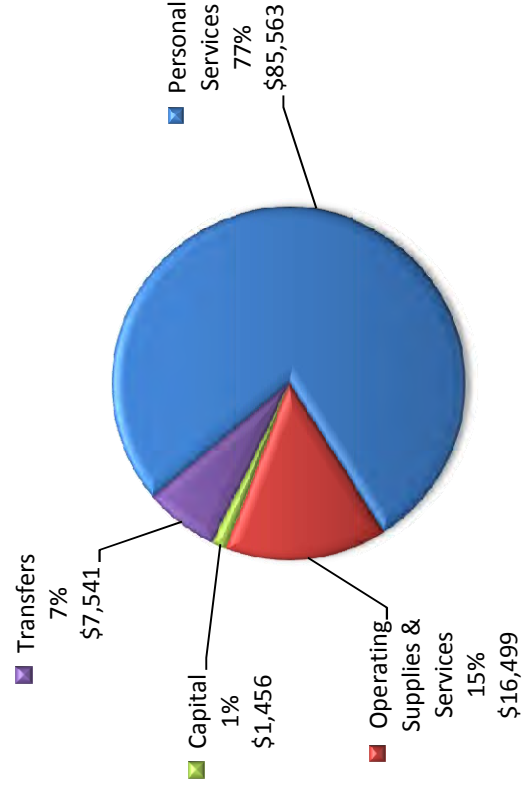
2009-2010 OPERATING BUDGETED APPROPRIATIONS

General Operating Funds \$95,865



2008-2009 OPERATING ACTUAL APPROPRIATIONS

General Operating Funds \$111,059



All amounts are expressed in thousands. Intrafund transfers have been eliminated.



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BENCHMARKS



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TAX RATE COMPARISONS

Benchmarks

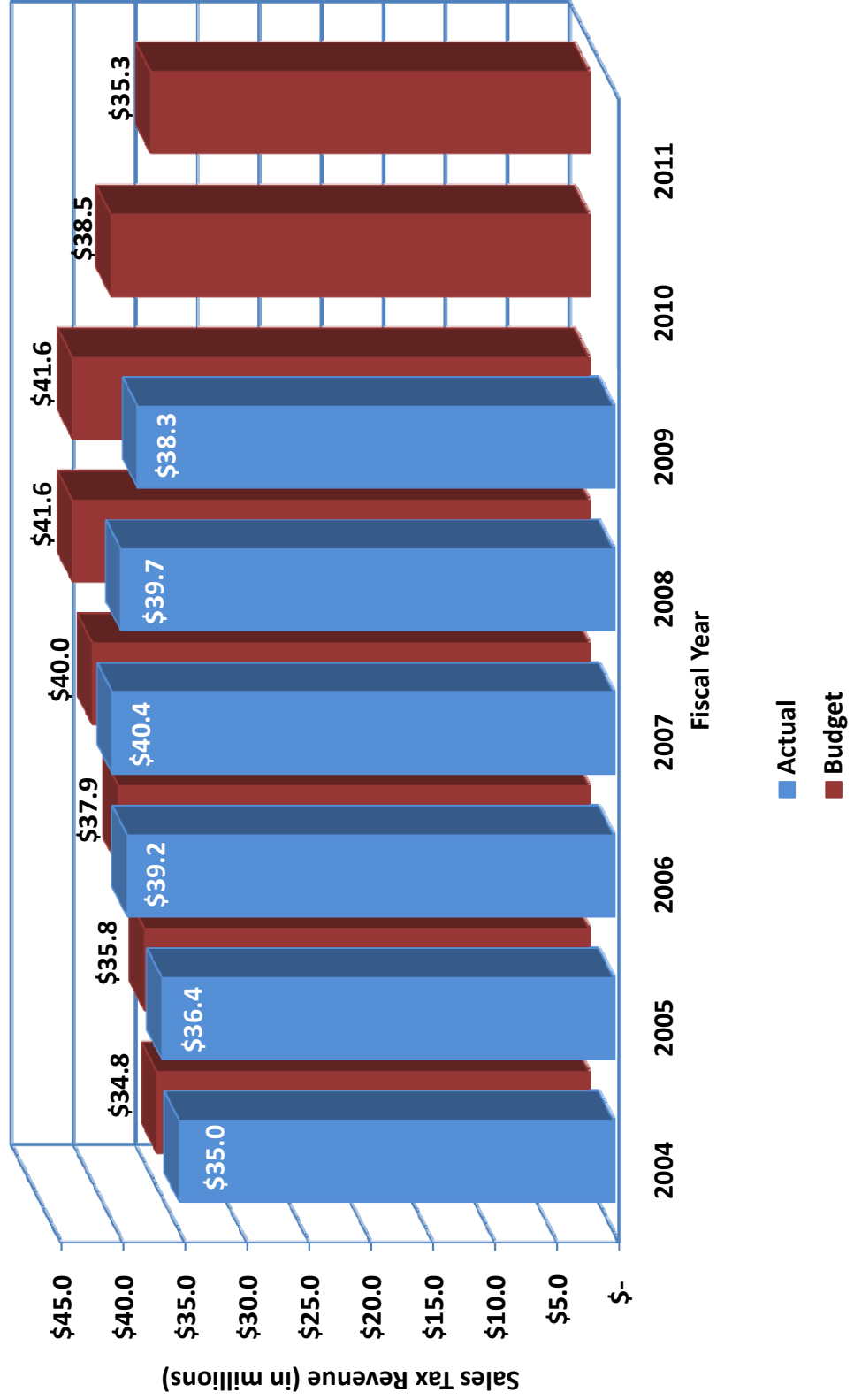


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General Fund Sales Tax Receipts

The data for this measurement shows the budgeted amount (in red) and the actual amount (in blue) received in the General Fund for sales tax.

GENERAL FUND SALES TAX RECEIPTS*
Fiscal Years 2004-2011



* Excludes Use Tax

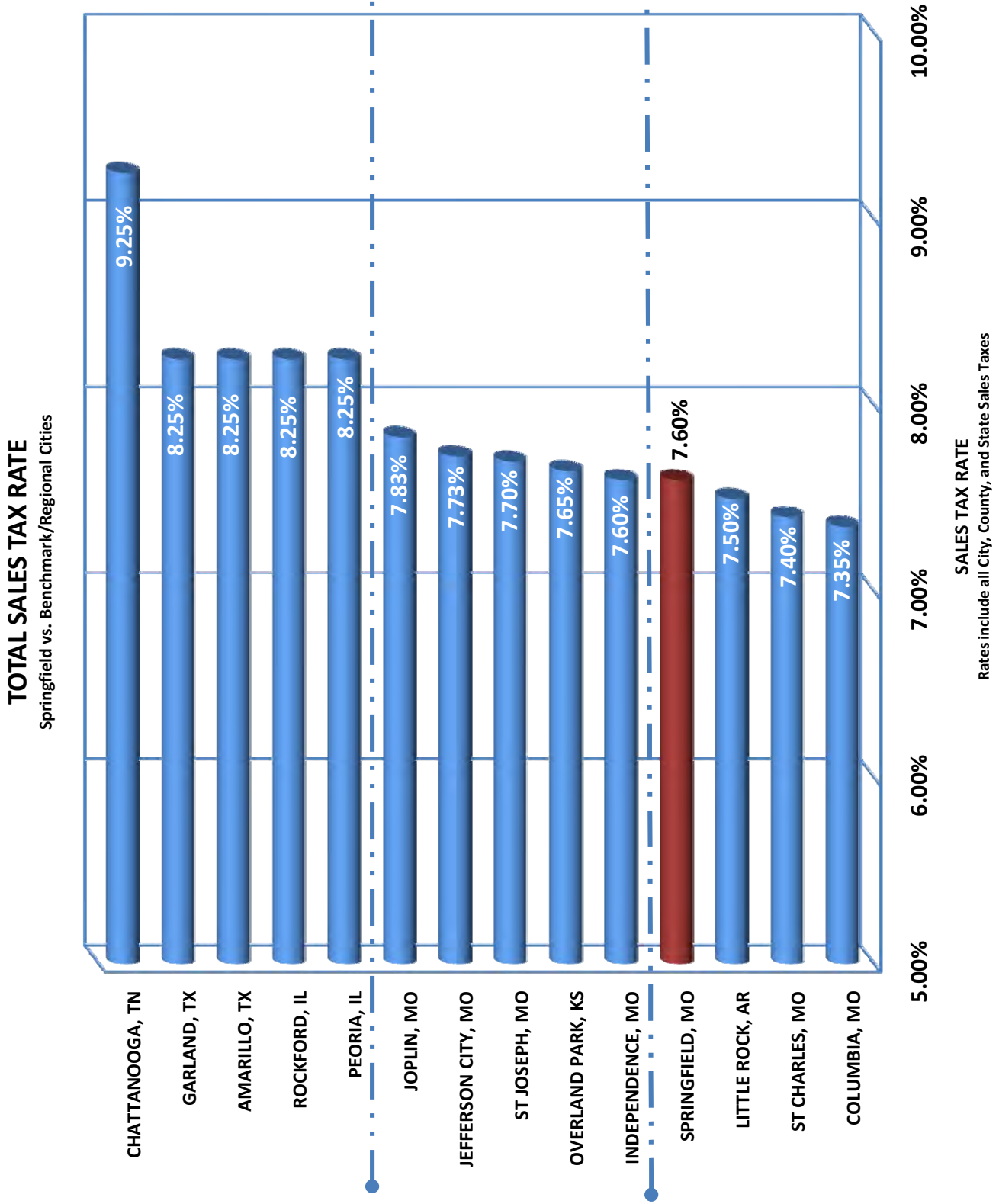
Benchmarks



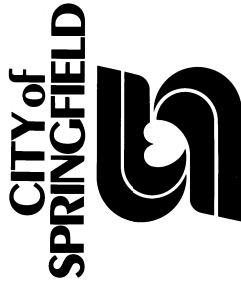
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Total Sales Tax Rate

The data for this measurement shows the sum of each city's City, County, and State sales tax.



Benchmarks

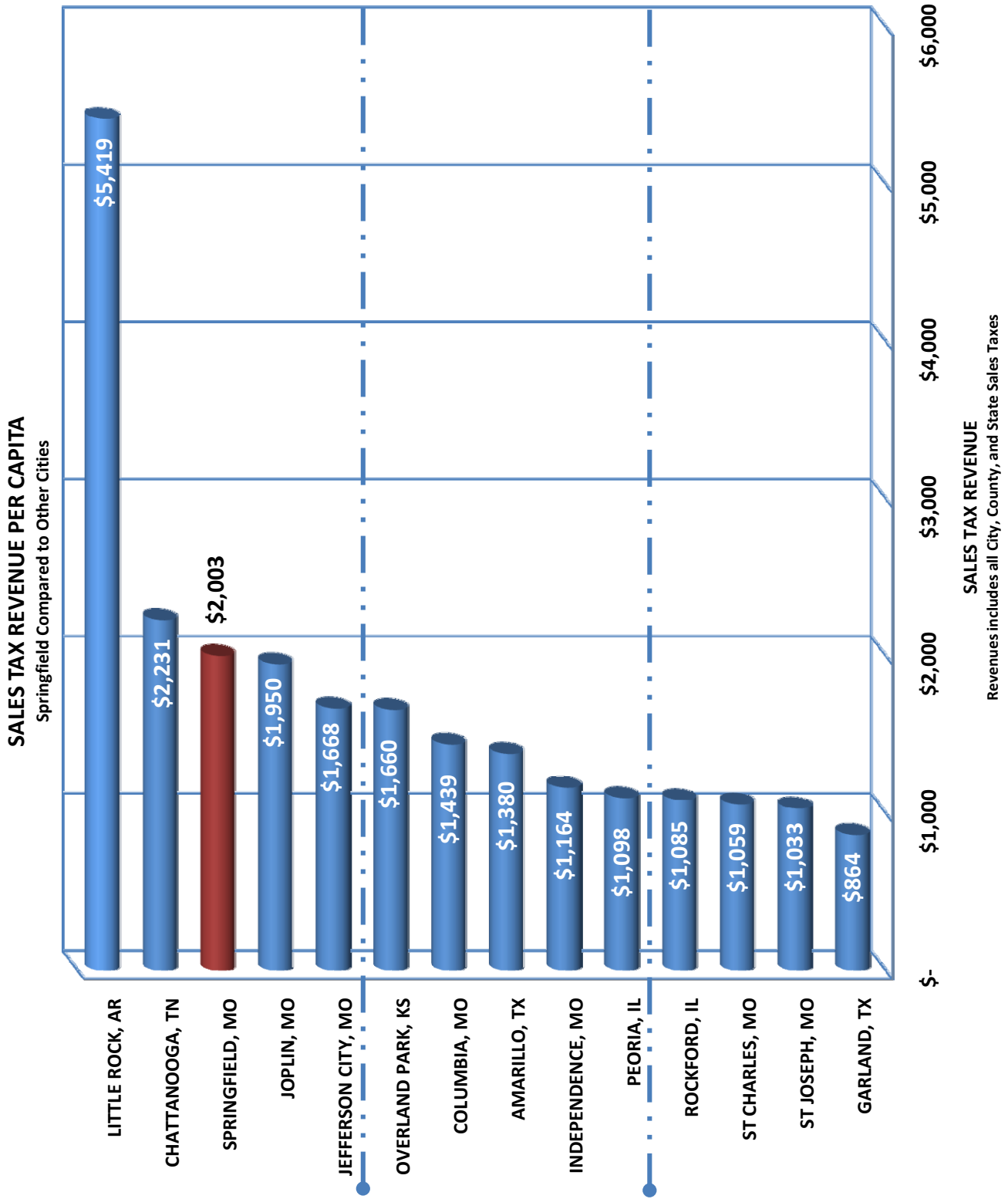


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Sales Tax Revenue per Capita

This measurement shows the total sales tax revenue collected by each city divided by that City’s population. Springfield’s Law Enforcement, Park Improvements, Use, Cigarette and Franchise taxes are excluded.

City of Springfield, Missouri - 2010-2011 Annual Operating Budget





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EMPLOYEE DATA

Benchmarks



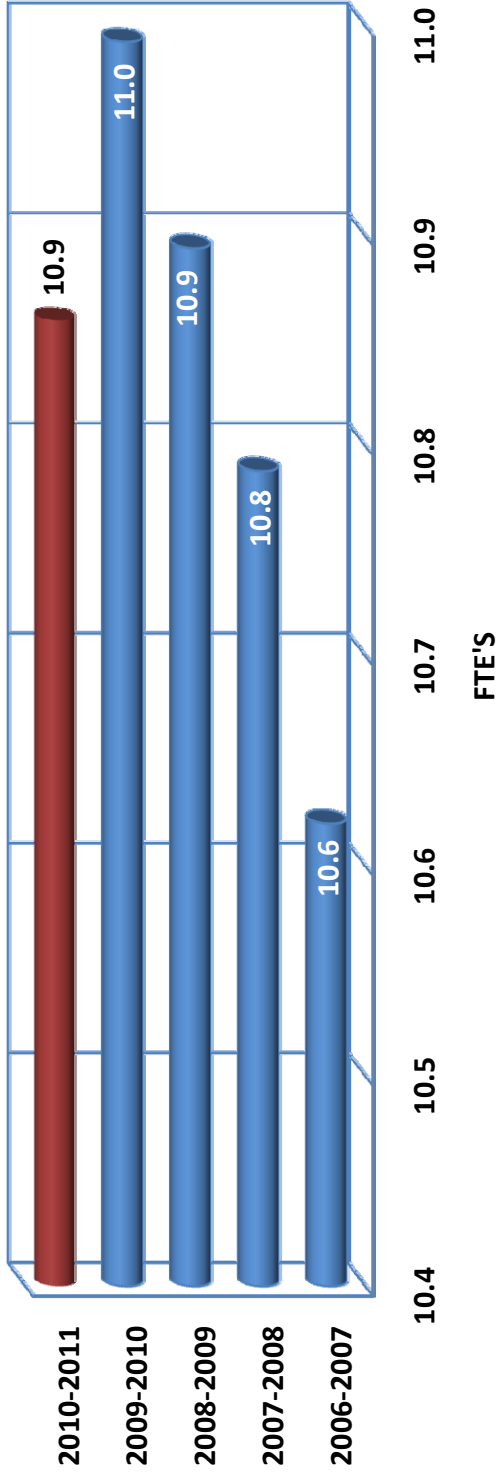
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BUDGETED FTE'S PER 1,000 POPULATION AND
BUDGETED GENERAL FUND FTE'S PER 1,000 POPULATION

These measurements show Springfield's total budgeted FTE's (full time positions) per 1,000 population and Springfield's budgeted FTE's (General Fund Only) per 1,000 population. The calculation is: $\text{FTE's or General Fund Only FTE's} \div \text{Population} \times 1,000$. 10-11 Budgeted FTE's are also included in each measurement.

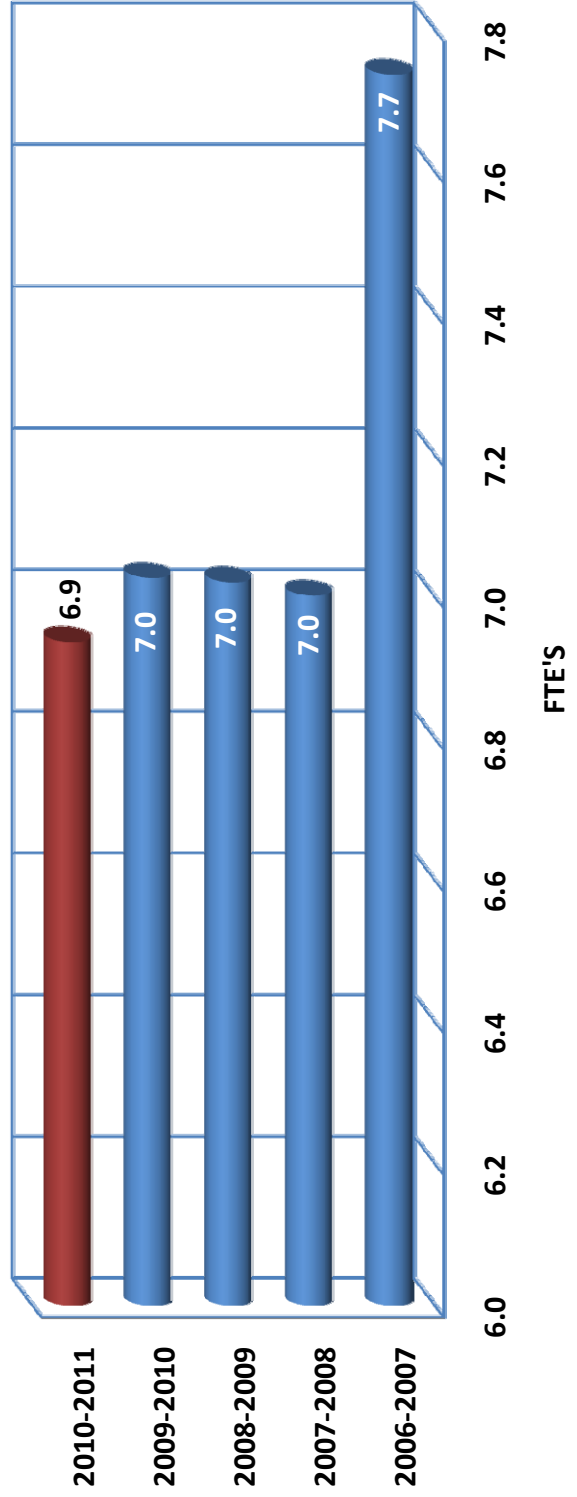
BUDGETED FTE'S PER 1,000 POPULATION

All Fund Groups



BUDGETED FTE'S PER 1,000 POPULATION

General Operating Fund





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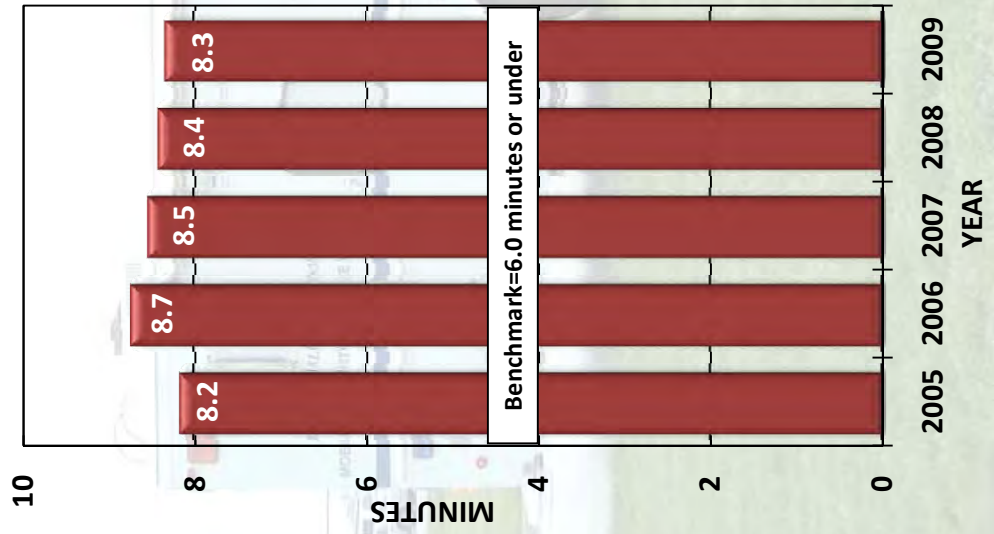


PUBLIC SAFETY

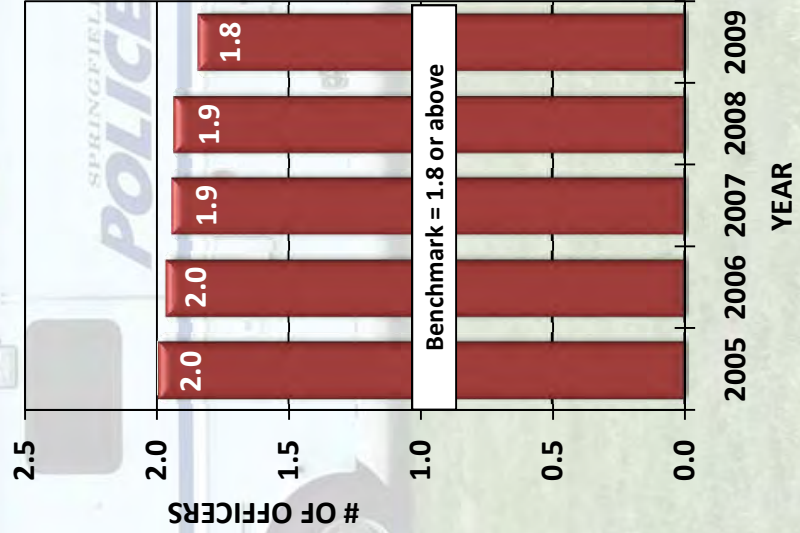


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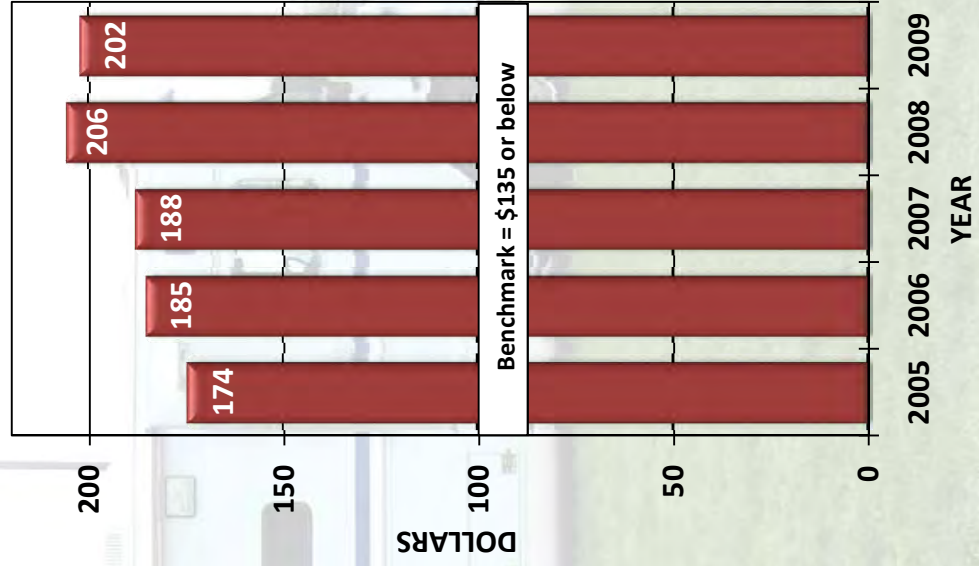
**AVERAGE PRIORITY 1 CFS
RESPONSE TIME**
Police Department
Benchmark



**SWORN OFFICERS PER 1,000
POPULATION**
Police Department
Benchmark



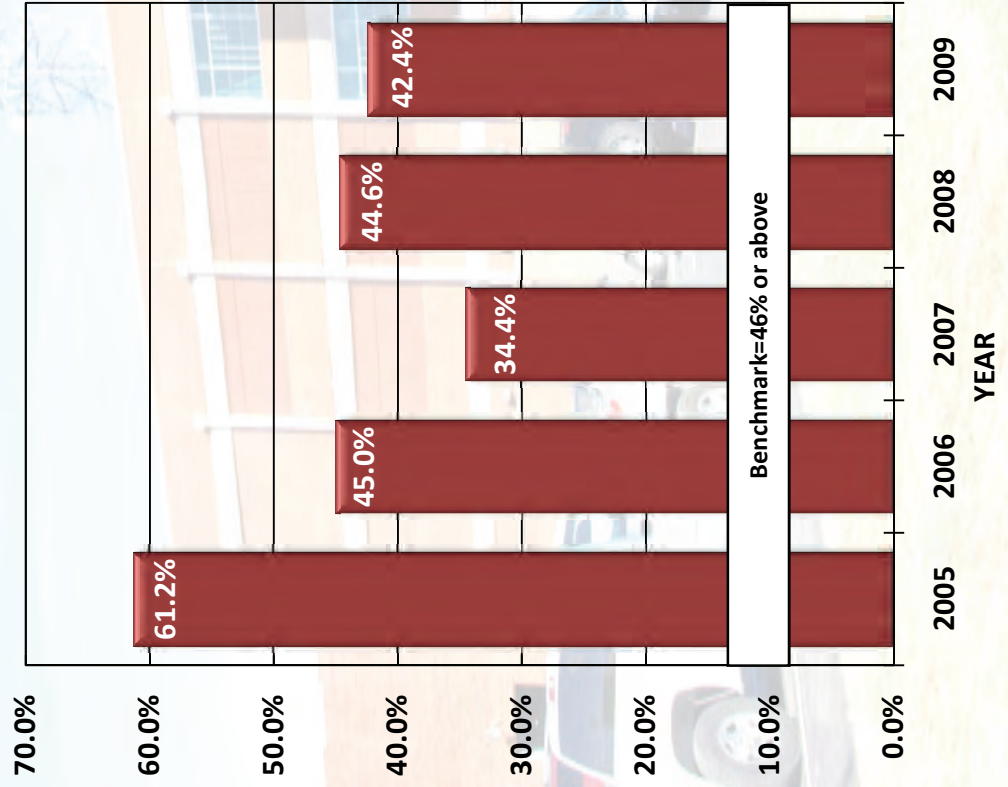
COST PER CAPITA
Police Department
Benchmark



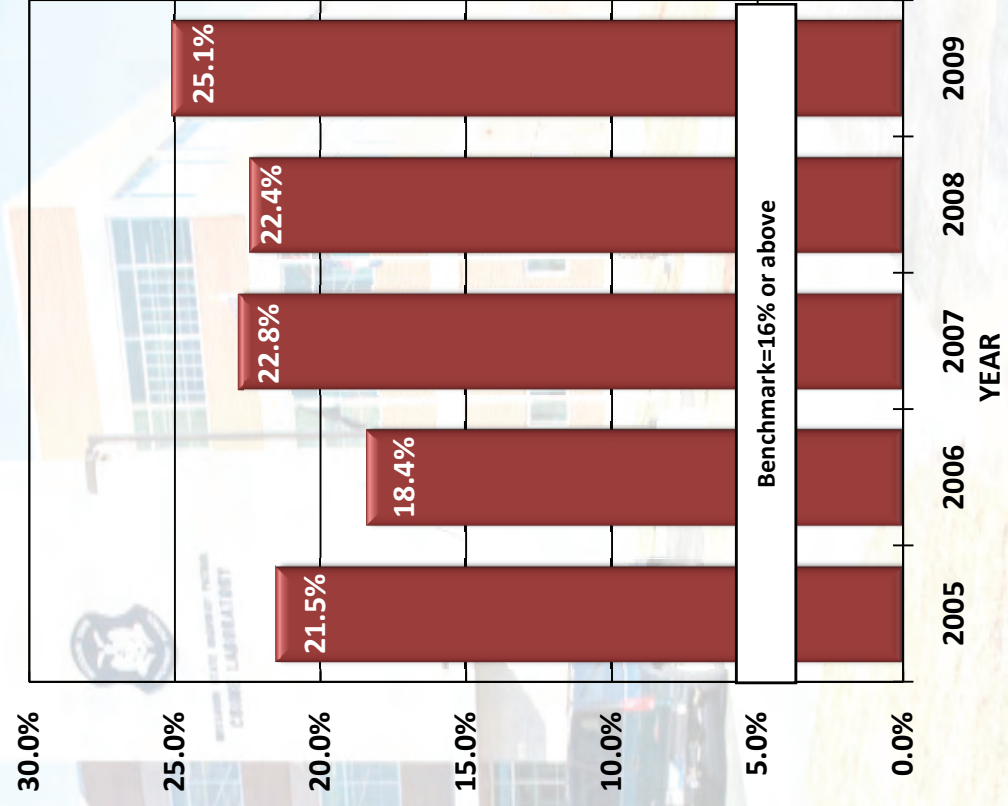


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VIOLENT CRIME CLEARANCE RATE Police Department Benchmark



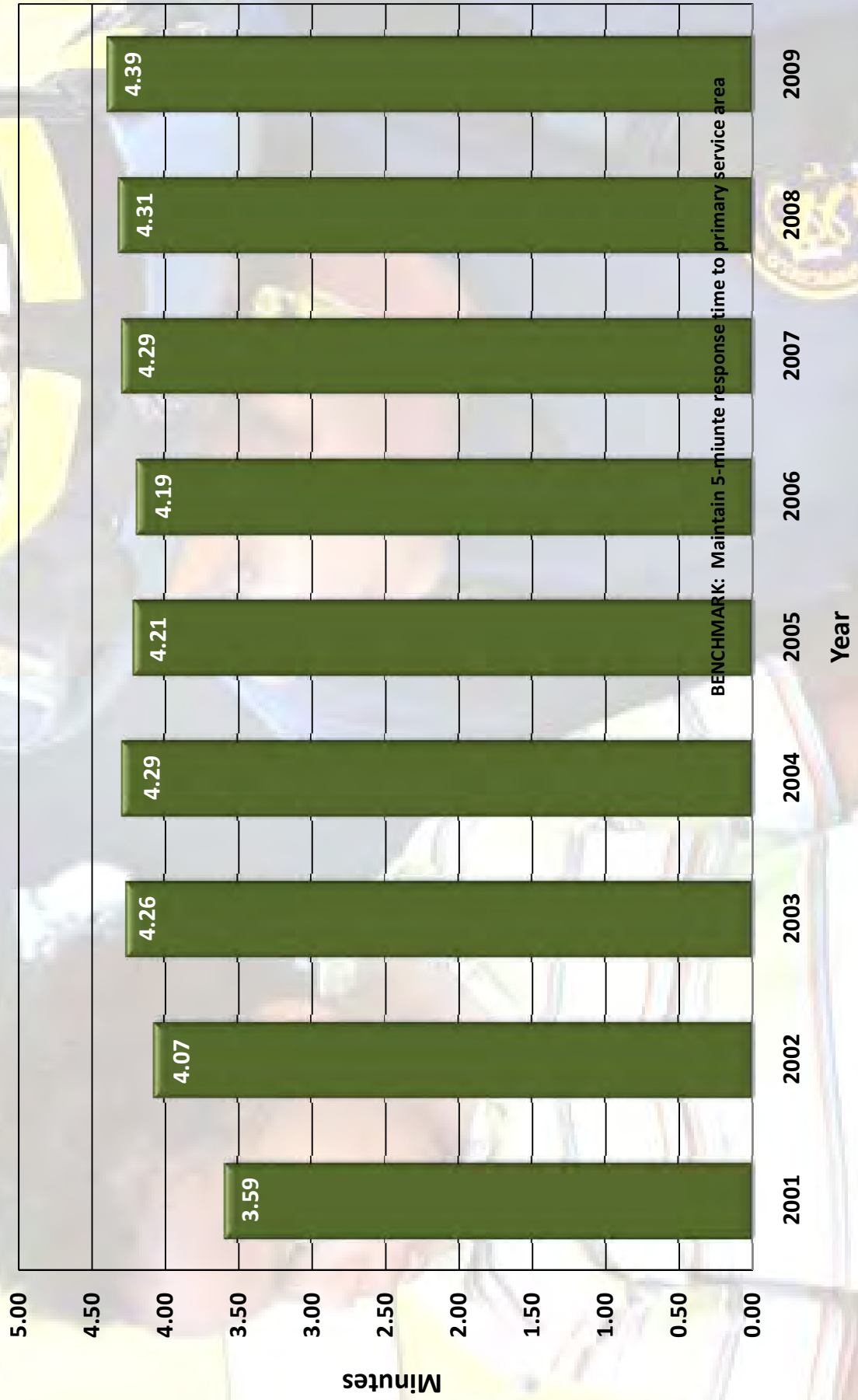
PROPERTY CRIME CLEARANCE RATE Police Department Benchmark





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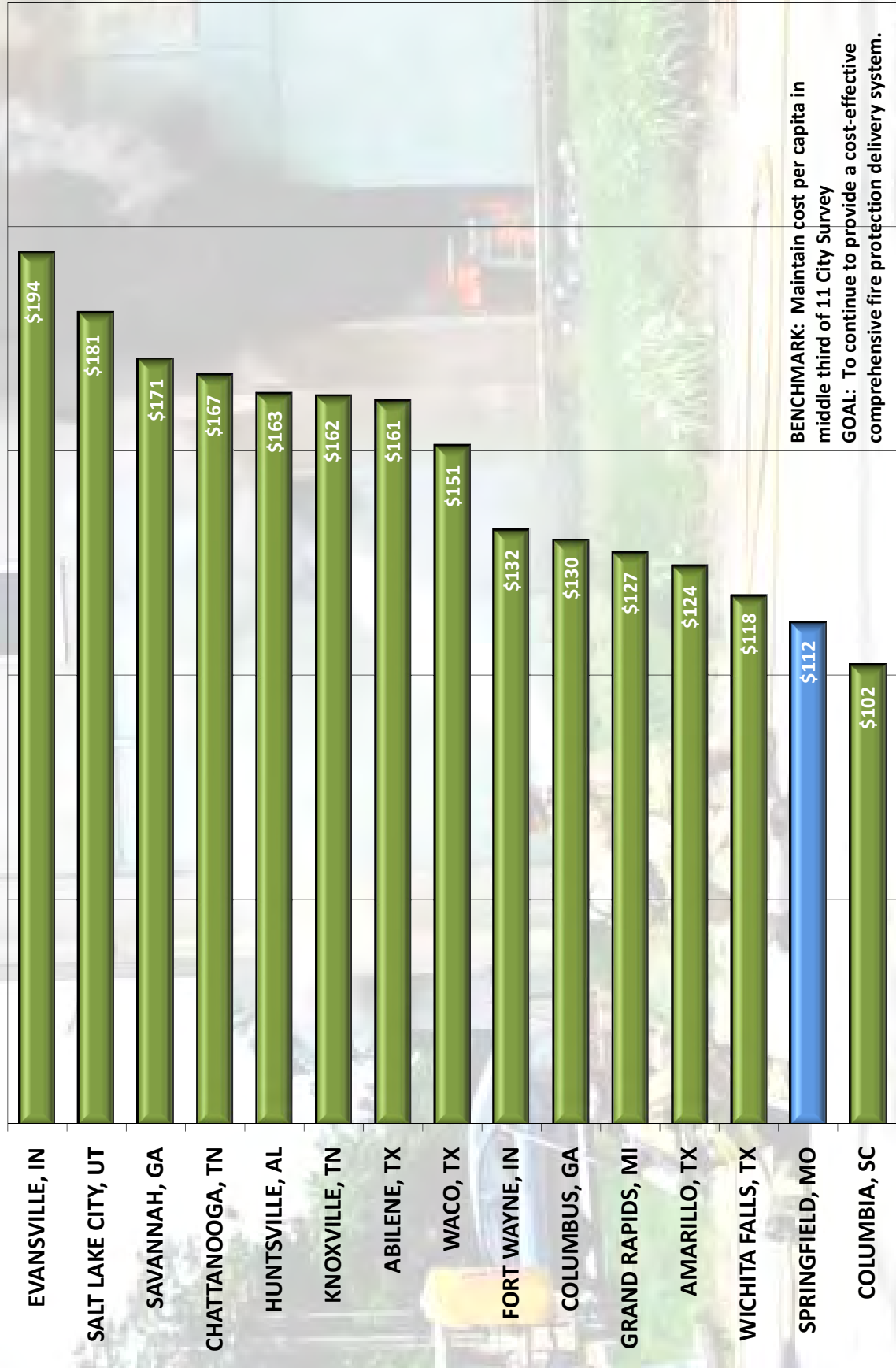
Response Time





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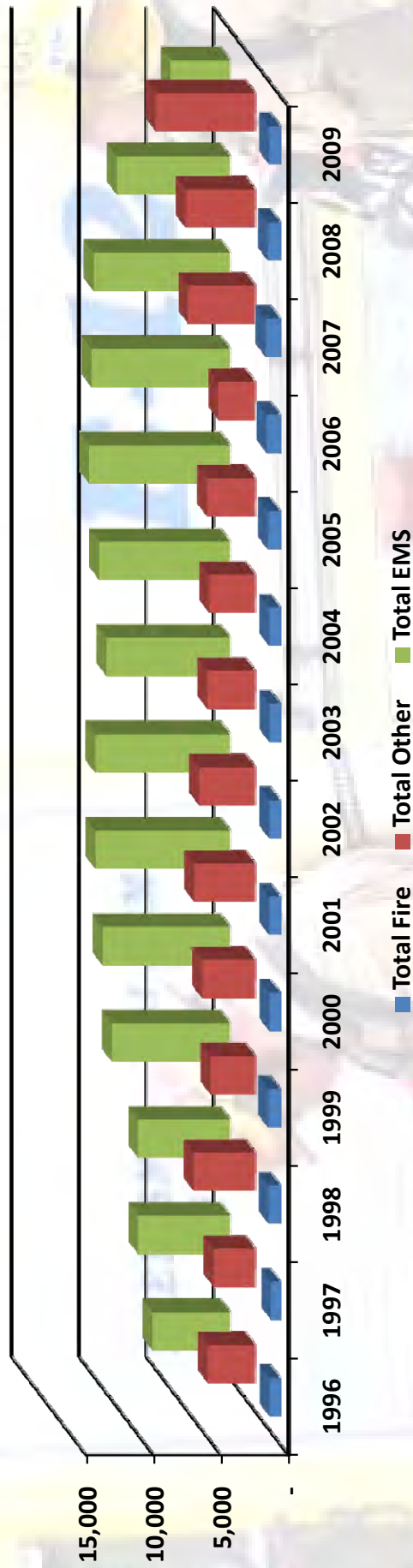
Fire Protection Costs per Capita



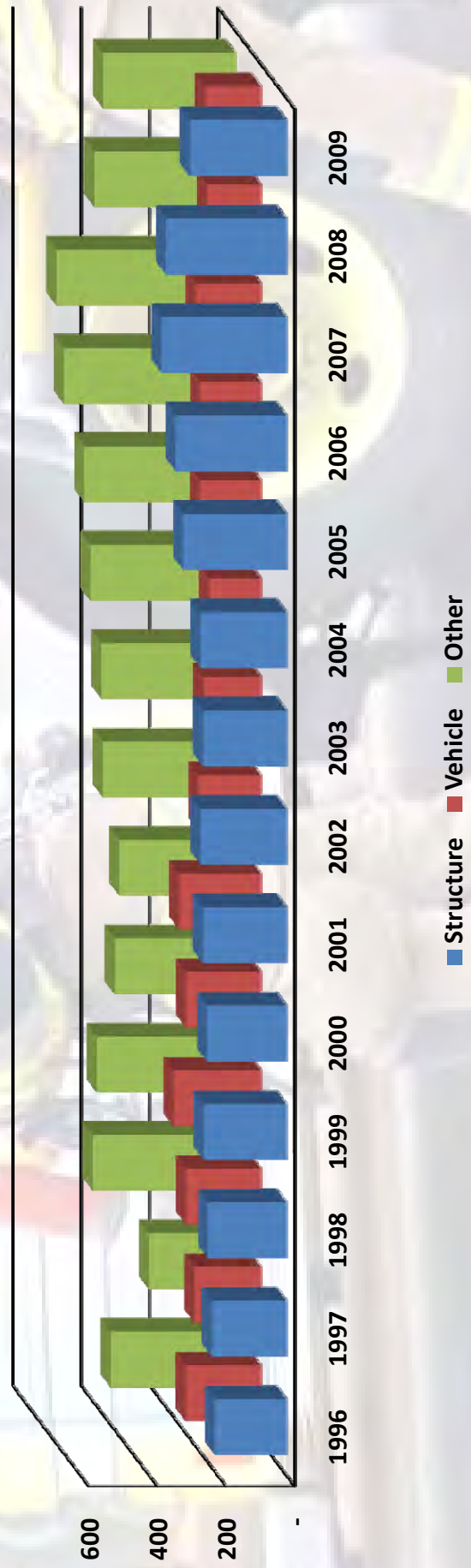


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Calls for Service by Type



Calls for Service by Type





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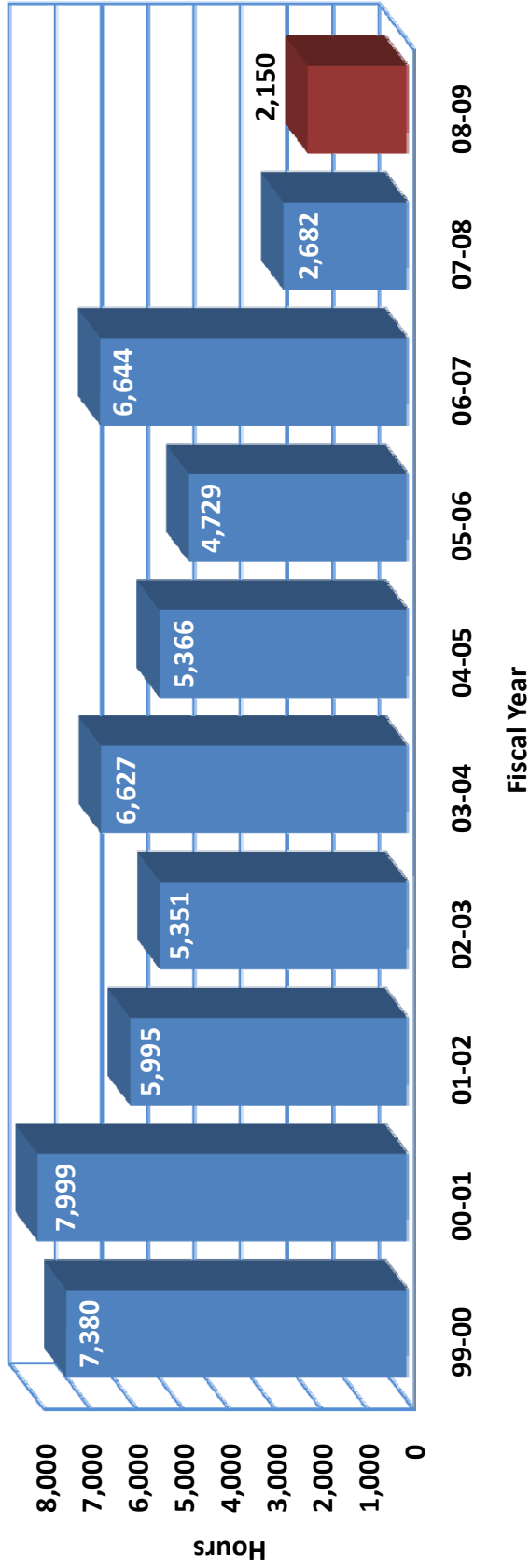


WORKER'S COMPENSATION

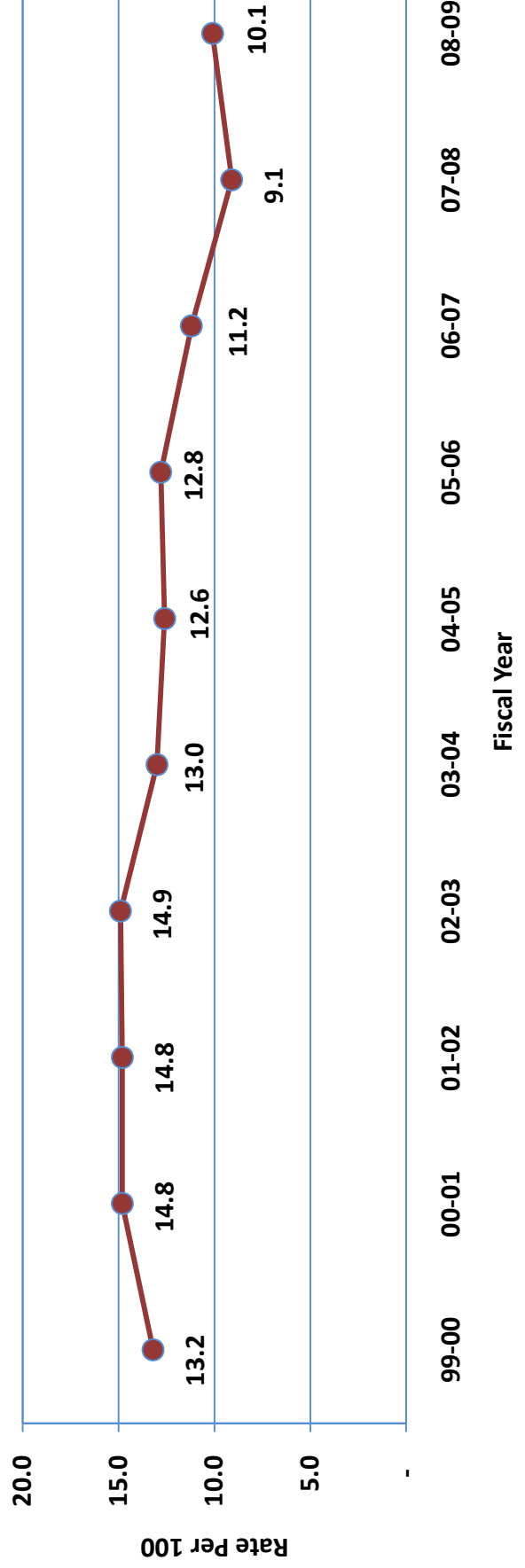


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Workers' Compensation Hours of Loss Time



Workers' Compensation Incidence Rate Per 100 Employees





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DEPARTMENTAL PURPOSE, MISSION STATEMENTS, HIGHLIGHTS, AND PERFORMANCE MEASURES



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GENERAL OPERATING FUNDS

The City's General Operating Funds consist of the General, Public Parks, Public Health Services and Public Works Transportation funds.

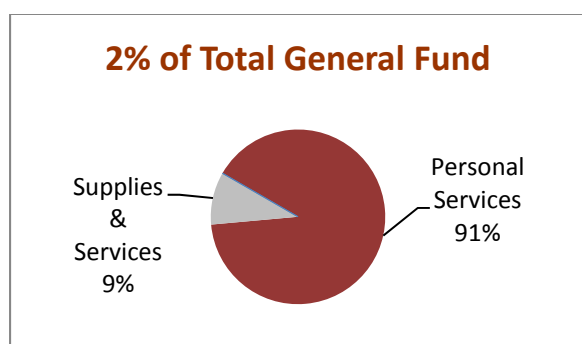
Building Development Services (General Fund)

Department Purpose:

The Department of Building Development Services implements and monitors a variety of city, state, and federal codes, and four trades (electrical, plumbing, gas and mechanical). It also offers essential information for businesses, homeowners, landlords, tenants, contractors, and developers.

Department Mission:

To assure the Health, Safety, and Welfare of the Springfield Community through a commitment to: Cooperative Quality Code Enforcement, Quality and Timely Dissemination of Information, Courtesy and Customer Service, Integrity and Diplomacy, Improvement of Knowledge and Services, and Open-Mindedness.



FY 2010-11 Budget Highlights:

- Six positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 1,673,460	\$ 1,678,055	\$ 1,511,116
Operating Supplies & Services	207,374	199,801	142,491
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,880,834</u>	<u>\$ 1,877,856</u>	<u>\$ 1,653,607</u>
Per Capita	\$ 12.46	\$ 12.44	\$ 10.95

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	2	2	2
Compliance & Inspection	14	14	14
Permit Issuance	12.5	12.5	12.5
Total FTEs	<u>28.5</u>	<u>28.5</u>	<u>28.5</u>

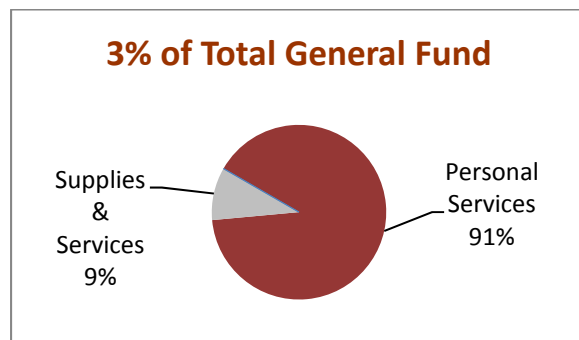
City Attorney/Prosecution (General Fund)

Department Purpose:

The City Attorney assists the City Council, City Management and all City Departments with matters of municipal law and seeks creative solutions to issues within the confines of the law. The Prosecutor's Office represents the City in prosecuting violations of City Ordinances.

Department Mission:

Provide quality professional legal services to the government of the City of Springfield. Provide leadership in areas requiring legal expertise.



FY 2010-11 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 1,627,120	\$ 1,637,480	\$ 1,683,067
Operating Supplies & Services	422,001	217,983	171,671
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,049,121</u>	<u>\$ 1,855,463</u>	<u>\$ 1,854,738</u>
Per Capita	\$ 13.57	\$ 12.29	\$ 12.28

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
City Attorney	12	12	12
Prosecution	7	7	7
	<u>19</u>	<u>19</u>	<u>19</u>

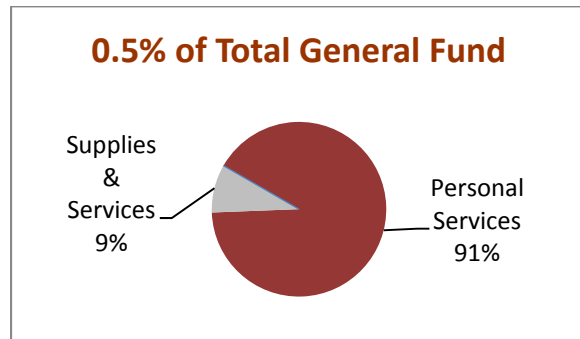
City Clerk (General Fund)

Department Purpose:

The City Clerk's Office is responsible for and designated as the Custodian of Records for the City of Springfield. In addition, the City Clerk's Office provides clerical support for the Mayor and City Council, the Council meetings, Council lunches, and the standing Council committees. The City Clerk's Office is also the clerical support for several boards, commissions, committees, and task forces.

Department Mission:

The mission of the City Clerk's Office is to provide opportunities for citizens to interact with their elected officials and to keep an accurate record of local government proceedings. We are dedicated to provide accurate information to the elected officials, fellow departments, and the citizens of Springfield.



FY 2010-11 Budget Highlights:

- 0.4 of a position will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2008-09		2009-10		2010-11	
Personal Services	\$	314,173	\$	315,219	\$	294,457
Operating Supplies & Services		86,448		48,730		28,840
Capital Outlay/Improvements		-		-		-
	\$	400,621	\$	363,949	\$	323,297
Per Capita	\$	2.65	\$	2.41	\$	2.14

City Clerk (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
City Clerk	5.5	5.5	5.5
	5.5	5.5	5.5

Performance Measures:

Goal: The Sunshine Law provides that we must respond within three days to requests for information – by either providing the requested information or by responding to the requestor an estimate of the cost and the time needed to fill the request.

Objective: Work with other departments to provide the requested information within the three day timeframe when possible. If extensive research is required, work with the departments to ensure that the information is provided in a timely manner.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of requests processed same day as received	90%	95%	100%

Goal: State Statute governs when public records have met their retention and are no longer considered necessary for the continued operation of the City. As the custodian of records, the Clerk's Office oversees the maintenance and destruction of public records in accordance with State Statute.

Objective: To work with the City Departments to ensure that records are stored in accordance with the guidelines established by the Secretary of State's office, and when possible, destroyed in compliance with RSMo 109.230 (4). Where feasible and economically advantageous, the City Clerk's Office will store records in a digital format to allow for the reduction of paper documents, thereby, reducing the space needed and costs for storage of these documents.

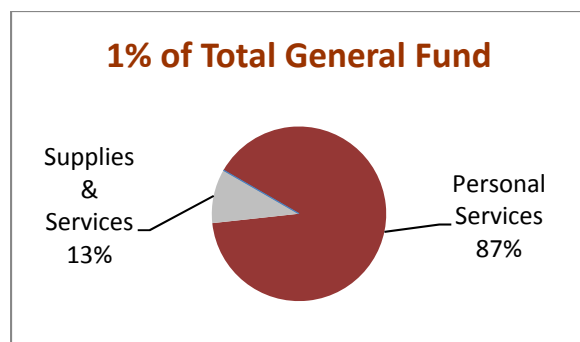
City Manager (General Fund)

Department Purpose:

The City Manager's Office leads and coordinates the work of various departments and all City staff. The City Manager's Office serves as the primary conduit between City Council and City staff.

Department Mission:

The MISSION of the City Manager's Office is to responsibly administer the policies and ordinances of the City Council, acting as a conduit between citizens, groups, departments, and public officials. The City Manger provides leadership and innovative vision to City Staff and the Leadership Team to ensure efficient, open, and effective municipal government that addresses the concerns and goals of the citizens and visitors of Springfield.



FY 2010-11 Budget Highlights:

- Three and a half positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-08	2010-11
Personal Services	\$ 784,700	\$ 773,822	\$ 585,126
Operating Supplies & Services	76,985	86,495	91,281
Capital Outlay/Improvements	-	-	-
	<u>\$ 861,685</u>	<u>\$ 860,317</u>	<u>\$ 676,407</u>
Per Capita	\$ 5.71	\$ 5.70	\$ 4.48

City Manager (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
City Manager	7	7	7
Word Processing	1.5	1.5	1.5
	8.5	8.5	8.5

Performance Measures:

Goal: Measure overall status and progress of city services and functions

Objective: Contact benchmark cities to establish communication and develop initial benchmark cities survey.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-08	2010-11
Survey Developed	No	In Progress	Yes

Goal: Promote accountability and transparency.

Objective: Develop and initiate a capital projects plan matching projects to appropriate sources.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-08	2010-11

Objective: Deliver a balanced budget to City Council by May 1 of each year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-08	2010-11
Budget delivered by May 1	Yes	Yes	Yes

Finance (General Fund)

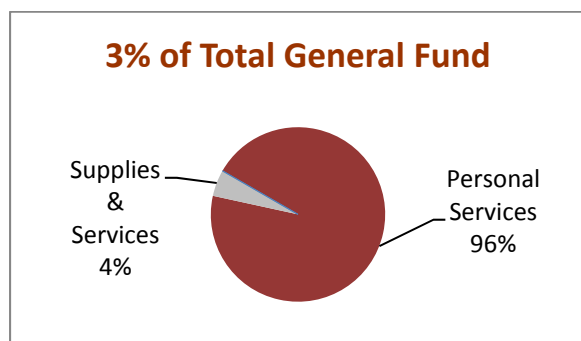
Department Purpose:

The Finance Department includes six divisions. The Administration, Budget and Evaluation, and Accounting divisions prepare the City budget, financial audit, and a variety of other reports. The Accounting division is also responsible for payroll and accounts payable. The Print Shop does all in-house printing and mailing. The Licensing division issues a variety of licenses and permits that are required to do business, sell to the public, or solicit funds in the City of Springfield. The Purchasing division contracts for goods and services for all departments, boards and agencies in the City of Springfield. Many of these divisions serve as a resource to other departments.

Department Mission:

The mission of the Finance Department is to effectively and efficiently provide the highest quality of fiscal services to the citizens of Springfield, elected officials and all City employees.

We are committed to integrity, accountability and customer service to accomplish our mission and to serve our customers.



FY 2010-11 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Proposed 2010-11
Personal Services	\$ 1,997,065	\$ 2,006,730	\$ 2,039,311
Operating Supplies & Services	253,602	214,041	90,612
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,250,667</u>	<u>\$ 2,220,771</u>	<u>\$ 2,129,923</u>
Per Capita	\$ 14.91	\$ 14.71	\$ 14.11

Finance (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	3	3	3
Accounting	14	14	14
Budget/Evaluation	2	2	2
Licensing	9	9	9
Purchasing	7	7	7
	35	35	35

Performance Measures:

Goal: Promote sound financial management of the City of Springfield and provide complete and informative financial information to the citizens of Springfield and elected officials.

Objective: Develop an annual operating budget and annual financial report that meets the standards established by the GFOA for the award program for Financial Reporting and the Budget Award Program.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Receive the GFOA CAFR Award	Yes	Yes	Yes
Receive the GFOA Budget Award	Yes	Yes	Yes

Objective: Meet or exceed the U.S. Treasuries 2 year yield (1.11% for FY 09) benchmark return on the City's investment portfolio.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
City's Yield	2.8%	N/A	N/A
Met or Exceeded	Yes	Yes	Yes

Finance (General Fund)

Performance Measures (cont.):

Goal: Partner with City Departments to achieve the efficient use of City resources.

Objective: Improve processing time for contracts by implementing a standard contract review template. Also provide training on the attachment elements and requirements for all contracts.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of Contracts delayed due to incomplete information	N/A	10%	5%

Objective: Decrease the processing time for the issuance of a new business license by providing more information on the City's website, and improving communication with all City departments that must sign off on various aspects of business license.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Processing Time for New Business License	12 Days	8 Days	8 Days

Goal: Deliver a high level of customer service, which exceeds the expectation of our customers.

Objective: All Finance Department employees will attend at least two customer service training sessions per year

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of Finance Employees participating in Customer Service Training	N/A	100%	100%

Objective: Develop customer service surveys for internal and external customers of the Purchasing Division.

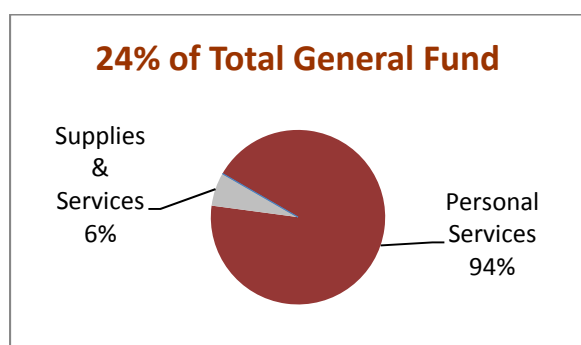
Fire (General Fund)

Department Purpose:

The Springfield Fire Department provides emergency services in a 75.5-square-mile area from 12 fire stations with a full-time staff of more than 200 dedicated professionals.

Department Mission:

We are committed to working with the people of the community to provide and maintain a safe environment for the community, its visitors, and our employees through quality fire protection, emergency medical services, and hazard mitigation.



FY 2010-11 Budget Highlights:

- Three positions will be unfunded and remain vacant in fiscal year 2010-11.
- Thirteen Firefighter positions will be funded with a Federal grant for fiscal years 2010-11 and 2011-12. These positions are shown on the Fire Grant page.

Summary of Expenditures:

	Actual		Adopted		Proposed	
Expenditure	2008-09		2009-10		2010-11	
Personal Services	\$	18,218,786	\$	17,809,768	\$	14,994,011
Operating Supplies & Services		920,094		1,028,429		990,776
Capital Outlay/Improvements		39,259		-		-
	\$	19,178,139	\$	18,838,197	\$	15,984,787
Per Capita	\$	127.01	\$	124.76	\$	105.86

Fire (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	2	2	2
Operations	199	199	186
Services	12	12	12
Training	4	4	4
	217	217	204

Performance Measures:

Goal: Develop departmental services to promote excellence.

Objective: Meet national deployment standards.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
First unit arrive on fire scenes within 6:12 minutes of dispatch 90% of the time	81.3%	80.0%	85.0%
First unit arrive on EMS scenes within 6:12 minutes of dispatch 90% of the time	83.0%	80.0%	85.0%
Full effective response force arrive on fire scenes within 11:24 minutes of dispatch 90% of the time	69.6%	65.0%	75.0%

Objective: Provide above average staffing compared to benchmark cities.

**NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Average on-duty staffing level - benchmark TBD*	51.32	50.00	55.00
Firefighters per 1,000 population - 1.57 benchmark	1.26	1.20	1.20
Firefighter FTE's per fire incident - 3.19 benchmark	3.92	4.04	4.16

Fire (General Fund)

Performance Measures (cont.):

Objective: Provide above average service to the community compared to benchmark cities.

**NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Civilian injury rate per 1,000 population - benchmark TBD	0.12	0.12	0.10
Civilian death rate per 1,000 population - benchmark TBD	0.01	0.01	0.01
CPR saves per 1,000 population - benchmark TBD	0.05	0.05	0.05
Fire loss per capita - \$26.85 benchmark	\$22.54	\$25.00	\$24.00
Percent of fires extinguished prior to FD arrival - benchmark TBD	10%	10%	10%

Objective: Provide above average fire prevention services to the community compared to benchmark cities.

**NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Percent of total businesses inspected annually, based on 7,000 businesses - benchmark TBD	31%	30%	35%
Percent of target hazard businesses inspected annually, based on actual businesses inspected - benchmark TBD	19%	20%	20%
Percent of inspections requiring one or more follow-up inspections - benchmark TBD	9%	9%	9%
Number of plan reviews completed - benchmark TBD	121	60	75
Number of target group individuals that attended a public education presentation - benchmark TBD	7,832	7,000	8,000
Arson clearance rate - benchmark TBD	53%	50%	50%

Objective: Compare response data to the benchmark to evaluate utilization levels.

**NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Fire call/1,000 population - 4.52 benchmark	4.92	5.00	5.00
EMS calls/1,000 population - 53.97 benchmark	43.65	45.00	45.00
Hazardous materials calls/1,000 population - benchmark TBD	0.12	0.10	0.10
Total calls/1,000 population - 80.90 benchmark	74.73	75.00	75.00
Arson fires/1,000 population - benchmark TBD	0.47	0.50	0.50
Accidental fires/1,000 population - benchmark TBD	0.63	0.60	0.60

Fire (General Fund)

Performance Measures (cont.):

Goal: Promote Employee Safety and Health.

Objective: Provide a work environment where the department experiences fewer firefighter injuries than the benchmark city average.

**NOTE: TBD, or "To Be Determined" has been noted where the applicable benchmark is still being developed.*

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Firefighter lost time injuries/100 incidents - benchmark TBD	16.44	17.50	16.00
Firefighter injuries/1,000 population - benchmark TBD	0.43	0.45	0.40
Number of lost work days - benchmark TBD	12	10	10

Goal: Provide comprehensive training and professional development programs to encourage leadership and knowledge.

Objective: To increase the personnel certified to national standards.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Continuously increase the percent of uniform personnel with each of the following certifications:			
Firefighter - 100% benchmark	100%	100%	100%
Driver/Operator - 28% benchmark	9%	15%	20%
Fire Officer - 26% benchmark	35%	40%	40%
Instructor - 26% benchmark	31%	40%	40%
Inspector - 2.8% benchmark	7%	6%	10%
Investigator - 2.8% benchmark	7%	6%	7%
EMT-B or higher - 100% benchmark	85%	90%	90%

Fire (General Fund)

Performance Measures (cont.):

Objective: To increase the personnel certified to national standards, continued.

MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Continuously increase percent of uniformed personnel with training to each of the following competency levels - 100% benchmark:			
Bomb Technician (6-member team)	80%	100%	100%
Building Collapse Rescue Technician (21-member team)	10%	10%	25%
Confined Rescue Technician (21-member team)	62%	80%	95%
Haz Mat Technician (42-member team)	93%	95%	95%
Rope Rescue Technician (21-member team)	29%	35%	40%
Trench Rescue Technician (21-member team)	76%	80%	95%
Vehicle Rescue Technician (21-member team)	48%	75%	95%
Water Rescue Technician (30-member team)	83%	90%	95%

MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Continuously increase the percentage of uniformed personnel with degrees (based on 199 personnel):			
Associate - 30% benchmark	17%	20%	22%
Bachelor - 30% benchmark	23%	25%	26%
Masters or higher - 5% benchmark	3%	3%	3%

Objective: Provide high training levels that meet ISO recommendations for full credit.

MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Total company training hours per firefighter - 240.0 benchmark	233.60	235.00	240.00
Total company drill hours per firefighter - 16.0 benchmark	12.31	14.00	16.00
Total multi-company drill hours per firefighter - 12.0 benchmark	3.83	8.00	2.00
Total driver training hours per driver - 40.0 benchmark	48.18	50.00	50.00
Total officer training hours per officer - 16.0 benchmark	4.56	5.00	8.00

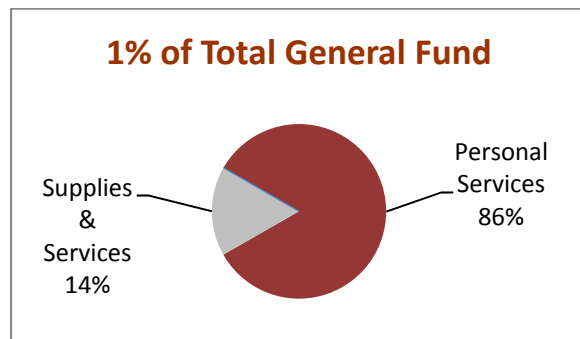
Human Resources (General Fund)

Department Purpose:

The Department of Human Resources of the City of Springfield provides a variety of support services to other departments in the areas of Administration, Employee Relations, Employment and Compensation, Payroll and Benefits, and Training and Development.

Department Mission:

The Human Resources Department is committed to hiring, compensating and developing the City's workforce to ensure its ability to serve the citizens by strategically partnering with other City departments. We are dedicated to the fair and equitable treatment of all individuals, whether citizen, applicant or employee, by providing support, advice or guidance in an ethical, courteous and timely manner.



FY 2010-11 Budget Highlights:

- Three positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual	Adopted	Proposed
	2008-09	2009-10	2010-11
Personal Services	\$ 816,759	\$ 698,719	\$ 713,570
Operating Supplies & Services	72,358	139,046	114,467
Capital Outlay/Improvements		-	-
	<u>\$ 889,117</u>	<u>\$ 837,765</u>	<u>\$ 828,037</u>
Per Capita	\$ 5.89	\$ 5.55	\$ 5.48

Human Resources (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	14.5	14.5	14.5
	14.5	14.5	14.5

Performance Measures:

Goal: Partner with City Departments to facilitate the employment, training and benefit needs to ensure each department has appropriate personnel to operate and provide services to the citizens and visitors of the City of Springfield.

Objective: Respond to the increase and decrease in staffing needs for each individual department to ensure full-time positions are filled as funds are available.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Number of full-time positions filled	174	80	90

Objective: Respond to the hiring needs of City departments to ensure temporary/seasonal and contractual employees are hired and corresponding paperwork processed appropriately to ensure payment in a timely manner.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Number of temp/seasonal/contract positions filled	496	407	425

Objective: Meet and ensure the transition of long-term employees as they conclude their careers with the City of Springfield.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Number of retirements processed	41	43	40

Human Resources (General Fund)

Performance Measures (cont.):

Goal: Facilitate the employment process to ensure an appropriate balance of positions being filled are the result of promotional opportunities for current employees.

Objective: Fill at least 40-50% of all regular full-time positions with internal employees versus external candidates to ensure an appropriate level of growth and career opportunity for current employees.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of regular positions filled w/internal employees	64%	35%	40%

Goal: Partner with all City departments to ensure new employees receive necessary paperwork and information at the beginning of their employment with the City.

Objective: Ensure that at least 75% of all new hires complete the City's Sexual Harassment training program within the first week of their employment.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of new hires completeing sexual harassment training within the 1st week of employment	79%	100%	100%

Objective: Ensure that 90% of all newly-hired regular employees complete the "Welcome to the City" training program during their probationary period.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of new regular employee who complete the "Welcome to the City" during probation period	90%	90%	95%



“Working with the Community”

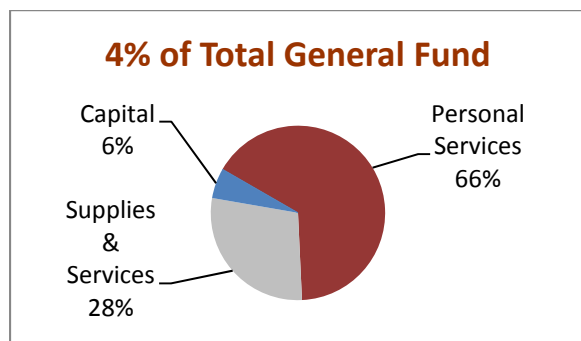
Information Systems (General Fund)

Department Purpose:

The Department of Information Systems is charged with the task of effectively and efficiently utilizing and maintaining the City Information Technology resources and investments; constructing and maintaining an effective communications network capable of supporting our mission; and supporting new acquisitions of hardware and software by City departments through research assistance, team participation, and leadership during implementation.

Department Mission:

The Mission of the Information Systems Department is to provide excellence in information technology solutions and services that will facilitate the vision, objectives and goals of the City of Springfield.



FY 2010-11 Budget Highlights:

- Two positions will be unfunded and remain vacant in fiscal year 2010-11.
- Oracle ERP software upgrade will be funded.

Summary of Expenditures:

	Actual	Adopted	Adopted
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 1,715,360	\$ 1,632,754	\$ 1,578,439
Operating Supplies & Services	643,613	581,087	681,878
Capital Outlay/Improvements	178,522	140,000	133,794
	<u>\$ 2,537,495</u>	<u>\$ 2,353,841</u>	<u>\$ 2,394,111</u>
Per Capita	\$ 16.80	\$ 15.59	\$ 15.86

Information Systems (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	23	23	23
	23	23	23

Performance Measures:

Goal: To support other City functions by providing reliable technical services.

Objective: Maintain system availability for mission critical IS services at least 99.9% of the time.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
System Availability (Per Week)	99.9%	99.9%	99.9%

Objective: Maintain Help Desk support and provide technical assistance to City departments.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Total Support Calls (Per Week)	205	200	200

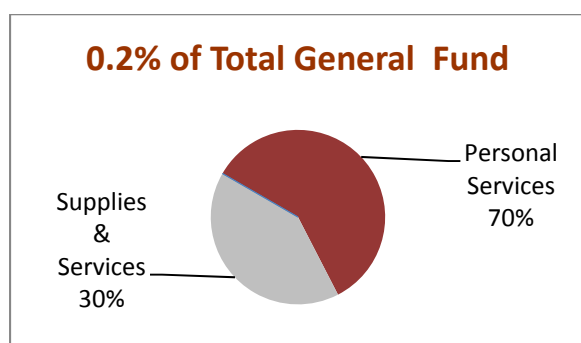
Objective: Provide training classes to City personnel as a cost-savings measure to City departments and to increase employee working knowledge of software application for increased workload efficiencies.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Employees attending software training classes	212	212	216

Mayor and Council (General Fund)

Department Purpose:

Springfield City government is based on the Council/Manager system. By Charter, the City has eight Councilmembers who are each elected for a four-year term on a non-partisan basis, and a Mayor who is elected for a two-year term. The presiding officer at Council meetings is the Mayor.



Department Mission:

The people of our community are the only reason we are here. Therefore, we are committed to working with the community to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Springfield. We will achieve this through: Integrity and Pride of Service in everything we say and do; dedication to quality; Cooperation and Communication with one another and with citizens to ensure open government, and open management with no surprises; Continuous Improvement of Services through cost-effective utilization of people, materials, equipment and technology; Leadership and Knowledge through staff training and development; and Innovation in how we meet present and future needs of our city.

FY 2010-11 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 77,135	\$ 96,736	\$ 97,894
Operating Supplies & Services	50,542	46,707	41,707
Capital Outlay/Improvements	-	-	-
	<u>\$ 127,677</u>	<u>\$ 143,443</u>	<u>\$ 139,601</u>
Per Capita	\$ 0.85	\$ 0.95	\$ 0.92

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Internal Auditor	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>



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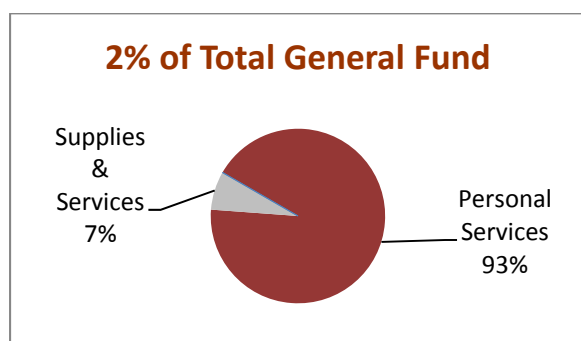
Municipal Court (General Fund)

Department Purpose:

The Springfield Municipal Court is a division of the 31st Judicial Circuit of Greene County. Municipal Court is committed to providing a forum for the fair and impartial trial for persons accused of violating a Springfield ordinance.

Department Mission:

To provide for the just, fair and expeditious resolution of cases for the Springfield City Ordinance and City Charter. To accomplish our mission, we will; treat court users fairly and respectfully; insure the effective and efficient use of judicial resources; and enhance the public's understanding of the Court system. If we accomplish our goals, the results will be; the public receives prompt, fair and courteous treatment by court personnel; court cases are resolved within time standards without sacrificing the quality of justice; and public has better understanding of the court process.



FY 2010-11 Budget Highlights:

- One position will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual	Adopted	
	2008-09	2009-10	2010-11
Personal Services	\$ 1,469,541	\$ 1,489,690	\$ 1,457,780
Operating Supplies & Services	86,261	124,601	112,141
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,555,802</u>	<u>\$ 1,614,291</u>	<u>\$ 1,569,921</u>
Per Capita	\$ 10.30	\$ 10.69	\$ 10.40

Municipal Court (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Court Operations	23	23	23
Municipal Probation Office	2	2	2
	25	25	25

Performance Measures:

Goal: The court has developed case flow goals for the management of its docket. The court and local bar, working within established policies and procedures of this court, are committed to fair and speedy disposition of cases. It is the goal of the court to dispose of cases as follows.

Objective: DWI/BAC cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Cases disposed within 270 days of filing with the court	83%	100%	100.00%

Objective: All other cases

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Cases disposed within 120 days of filing with the court	90%	100%	100%

Objective: Under section 302.225. RSMo, a record of any plea or finding of guilty to any moving traffic violation shall be forwarded to the Department of Revenue within 7 days. Our goal is to forward all such records to the Department of Revenue within 7 days of the plea or finding of guilty.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Records sent to Department of Revenue within 7 days	98%	99%	99%

Goal: Professional development of all clerks of the court.

Objective: All clerks of the court are to become Certified Court Administrators through the University of Missouri – Columbia Management Training Institute within 5 years of their employment with the city and continue to keep up their certification yearly with at least 10 hours of education.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Clerks of the court having achieved certification	100%	100%	100%

Non-Departmental (General Fund)

Department Purpose:

Non-Departmental accounts for all general expenses that are not allocated to a specific department.

Summary of Unallocated Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 10,452,564	\$ 14,000	\$ 564,314
Operating Supplies & Services	1,485,229	4,943,725	2,296,769
Transfers	7,010,896	-	3,781,227
	<u>\$ 18,948,689</u>	<u>\$ 4,957,725</u>	<u>\$ 6,642,310</u>
Per Capita	\$ 125.49	\$ 32.83	\$ 43.99

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>

Non-Departmental (General Fund)

Operating Supplies & Services:

	2010-11 Proposed
Employee Counseling	\$ 39,500
Employee Leadership & Supervisor Training	18,900
Intergovernmental Relations	205,778
Landmark Board	2,000
Mayor's Commission on Children	50,000
Mayor's Commission on Human Rights	11,000
MO Div Employment Security	25,000
Scene Newsletter	3,250
Telephone Services	22,050
Tuition Reimbursement	100,000
<i>Unallocated Detail:</i>	
Advertising	70,000
Auditing and Accounting	68,264
Bank Charges	10,000
Building Maintenance Fund	100,000
Contingency	376,456
Drug Testing	18,000
Flu Shots	15,000
Food Supplies	5,000
General Fund Pay Increases	211,200
Health Insurance Contribution	202,771
Insurance Premium	250,000
Judgements and Claims	50,000
Misc Operating Supplies	29,000
Other Professional Services	202,800
Postage and Freight	112,000
Professional Development	10,000
Reserve for Payouts	353,114
Reserve for Prior Service Credit	300,000
<i>Transfers That Do Not Eliminate:</i>	
College Station, Heers Parking Debt	887,900
Crime Lab Debt	886,926
Dangerous Building Repayment to 1/4 Cent Fund	136,694
JVP Debt Service Payment	243,000
JVP Debt Shortfall	496,000
Law Enforcement Sales Tax	855,000
Parking - Agee Lots, C.S. Parking Operations, Heers Parking Operations	211,662
Planning Grants	64,045
 Total Supplies & Services	 6,642,310

Ozark Greenways, Inc. (General Fund)

Summary of Unallocated Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 89,394	\$ 67,900	\$ 60,000
Operating Supplies & Services	2,570	-	-
Capital Outlay/Improvements	-	-	-
	<u>\$ 91,964</u>	<u>\$ 67,900</u>	<u>\$ 60,000</u>
Per Capita	\$ 0.61	\$ 0.45	\$ 0.40

The operating supplies and services are being funded equally by Public Parks, Transportation, and Greene County.

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>



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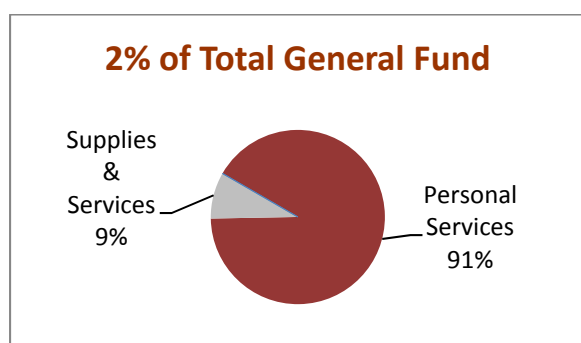
Planning and Development (General Fund)

Department Purpose:

The Planning and Development Department primarily provides services related to the physical development of the community. The department works with citizens and other departments to plan for the orderly growth of Springfield in a variety of ways.

Department Mission:

Improve the quality of life for current and future generations through implementation of creative planning and development strategies and effective citizen involvement.



FY 2010-11 Budget Highlights:

- Five positions were eliminated during budget reductions of fiscal year 2009-10. These positions are no longer authorized or available.
- Additionally, four positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual	Adopted	Adopted
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 1,394,275	\$ 1,305,940	\$ 1,192,429
Operating Supplies & Services	297,198	193,323	112,170
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,691,473</u>	<u>\$ 1,499,263</u>	<u>\$ 1,304,599</u>
Per Capita	\$ 11.20	\$ 9.93	\$ 8.64

Planning and Development (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	2	2	2.37
Economic Development	3.42	3.42	4.42
Grant/Program Implementation	0.25	0.25	0.25
Neighborhood Conservation	2.47	2.47	4.07
Planning Services	4.6	4.55	0
Zoning & Subdivision	6	6	7
	18.74	18.69	18.11

Performance Measures:

Goal: Zoning applications approved will be consistent with the adopted plan.

Objective: 95% of zoning applications approved are consistent with the adopted plan and/or staff recommendation.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Applications consistent with adopted plan	N/A	100%	95%

Goal: Timely processing and delivery of required reports and documents.

Objective: Median number of days for final approval of zoning applications equals minimum number of days for approval by ordinance (from application deadline to final approval of the application). Average number of days for final approval of zoning applications does not exceed minimum number of days for approval by more than 5%.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Average number of days for final application approval	N/A	72 days*	72 days

**Several large cases are tabled at the request of the applicant to reach compromise agreement with neighbor*

Objective: 95% of staff reports are provided to boards on the scheduled date for delivering the agenda. This includes Planning and Zoning Commission, Landmarks and Board of Adjustment.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Staff reports provided by agenda deadline	N/A	98%	98%

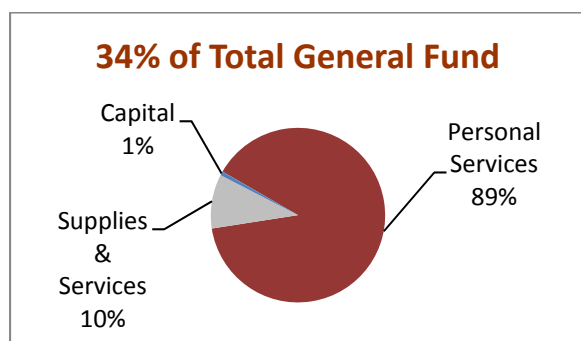
Police (General Fund)

Department Purpose:

The Springfield Police Department is an accredited law enforcement agency comprised of 326 sworn officers and 81.5 civilian employees. The department is organized into three divisions: Operations, Criminal Investigations, and Support Services.

Department Mission:

Partnering with the Community for Quality Police Service and Protection



FY 2010-11 Budget Highlights:

- Four and a half positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual		Adopted		Proposed	
Expenditure	2008-09		2009-10		2010-11	
Personal Services	\$	21,495,402	\$	22,147,337	\$	20,475,326
Operating Supplies & Services		2,595,977		2,866,634		2,316,861
Capital Outlay/Improvements		48,045		85,923		160,000
	\$	24,139,424	\$	25,099,894	\$	22,952,187
Per Capita	\$	159.86	\$	166.22	\$	152.00

Police (General Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	2	2	2
Criminal Investigations	13	13	13
Support Services	63.5	63.5	63.5
Uniform Operations	227	227	227
	305.5	305.5	305.5

Performance Measures:

Goal: Maximize effective use of police resources and equipment to meet citizen service demands, safety and security.

Objective: Establish a response time of 6 minutes to emergency calls.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Average response time to Priority 1 calls	8.41	6.00	6.00

Objective: Staff patrol squads with a minimum of 8 officers.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Number of officers assigned to each patrol squad			
Squad 1	8	9	9
Squad 2	7	9	9
Squad 3	8	9	9
Squad 4	8	9	9
Squad 5	8	9	9
Squad 6	8	9	9
Squad 7	8	9	9
Squad 8	8	9	9
Squad 9	8	9	9
Squad 10	8	9	9
Squad 11	10	9	9
Squad 12	9	9	9
Squad 13	8	9	9
Squad 14	9	9	9

Police (General Fund)

Performance Measures (cont.):

Objective: Maintain a 46% clearance rate or above on all violent crimes (46% UCR national clearance rate).

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Clearance Rate Violent Crime	44.6%	46.0%	46.0%

Objective: Maintain a 16% clearance rate or above on all property crimes (16% UCR national clearance rate).

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Clearance Rate Property Crime	22.4%	23.0%	23.5%

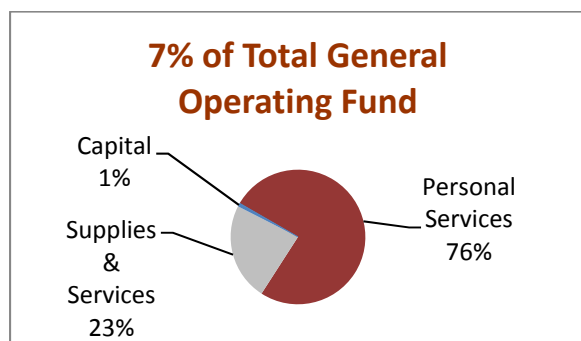
Public Health Services (General Operating Fund)

Department Purpose:

The Springfield-Greene County Health Department protects the public's health and encourages citizens to build and maintain healthy lifestyles. The Health Department promotes good health practices and makes every effort to engage the community and focus public attention on issues for education purposes.

Department Mission:

Helping people live longer, healthier, happier lives. Supporting family and community health through quality care, education and collaboration. Ensuring environmental quality through monitoring, enforcement and education. Protecting the public through planning, public information and disease control. Measuring success through collection and dissemination of health-related data. Conserving resources through efficient utilization.



FY 2010-11 Budget Highlights:

- Four positions will be unfunded and remain vacant in fiscal year 2010-11.
- Three positions are being funded by grants and are reflected in Health Grants and WIC for fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Adopted 2010-11
Personal Services	\$ 4,431,251	\$ 4,476,318	\$ 4,655,167
Operating Supplies & Services	1,359,455	1,511,107	1,437,396
Capital Outlay/Improvements	-	-	50,000
	<u>\$ 5,790,706</u>	<u>\$ 5,987,425</u>	<u>\$ 6,142,563</u>
Per Capita	\$ 38.35	\$ 39.65	\$ 40.68

Public Health Services (General Operating Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	14	14	10
Community Health	13	13	19
Environmental Health	38	38	43
Maternal/Child & Family Health	17	17	7
	82	82	79

Performance Measures:

Goal: Maintain an annual Immunization Rate for children ages 2 and under that is higher than the 5-year mean of Greene County Immunization Rate for the same age range.

Objective: Exceed the 5-year mean of 87.9%.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of total children immunized	87%	88%	90%

Goal: To respond to pending environmental service requests at a rate that is less than the 5-year mean.

Objective: Respond to and close out environmental service requests within 34.8 days.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Days from initiation to closure	27	33	33

Public Health Services (General Operating Fund)

Performance Measures (cont.):

Goal: To reunite animals with owners and/or place with animal rescue organizations at an annual percentage rate greater than the 5-year mean.

Objective: Reunite animals with owners or rescue organizations at least 43.2% of the time.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of animals saved	56%	54%	54%

Goal: To provide education and encouragement to Greene county mothers to ensure that the annual percentage for mothers smoking during pregnancy is at a rate lower than the 5-year mean.

Objective: Maintain a yearly rate of less than 19.0%.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of mothers smoking during pregnancy	17.8%	19.2%	19.0%

Goal: To educate and maintain a yearly rate less than the 5-year mean of 106.4 for Greene County gonorrhea infection rate.

Objective: Maintain a yearly gonorrhea infection rate less than 95.8 cases per 100,000.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Cases per 100,000 population	68.2	75.2	76.0

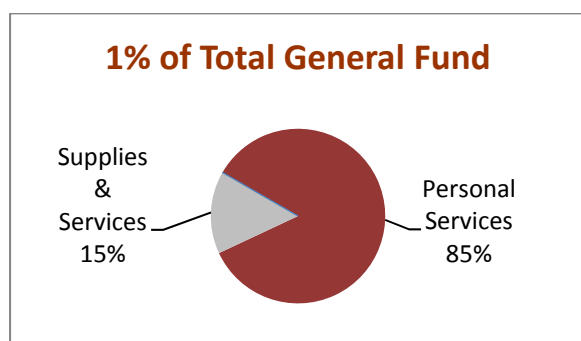
Public Information (General Fund)

Department Purpose:

The Public Information Department provides information to the general public and media, and serves as a departmental resource to the community. The Public Information Department also works with City departments to plan special events, news releases, develop web site material, brochures, videos, and other informational materials about City government.

Department Mission:

We are committed to working with the Community by providing timely and accessible City information using all relevant communication technologies to empower citizens and staff to participate in open and transparent government.



FY 2010-11 Budget Highlights:

- One and one-half positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual	Adopted	Adopted
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 329,893	\$ 320,919	\$ 308,951
Operating Supplies & Services	52,119	72,079	55,838
Capital Outlay/Improvements	-	-	-
	<u>\$ 382,012</u>	<u>\$ 392,998</u>	<u>\$ 364,789</u>
Per Capita	\$ 2.53	\$ 2.60	\$ 2.42

Personal Services Summary:

BY DIVISION	2007-08	2008-09	2009-10
PIO Administration	4.5	4.5	4.5
PIO Service Request	2	2	2
	<u>6.5</u>	<u>6.5</u>	<u>6.5</u>

Public Information (General Fund)

Performance Measures:

Goal: Work with city departments to close out service requests in a reasonable time period. We currently have a goal of 30 days to close a request.

Objective: Service Request division is a liaison between the city and its citizens. Improve the length of time it takes to complete a request for service and contact the citizen with the results.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Service requests entered	7786	7950	8100
Service requests closed	7338	7700	7900
No. of days to close out a request	20.6	30.0	25.0
Percentage of requests closed	94.0%	96.0%	97.5%

Goal: Increase use of Web site for citizen communication through 24/7 access to information and ability to contact staff and use interactive applications.

Objective: Complete redesign of Web site to increase service-oriented functionality and use of interactive forms, subscription database information.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Avg. daily external sessions	3588	3633	3678

Goal: To inform citizens about news related to the City of Springfield on a consistent and timely basis.

Objective: Work directly with departments that do not have their own PIOs and coordinate with departments that do have their own PIOs to gather accurate information and prepare news releases for distribution on a timetable appropriate to the information being presented.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
No. of PIO news releases	284	300	315

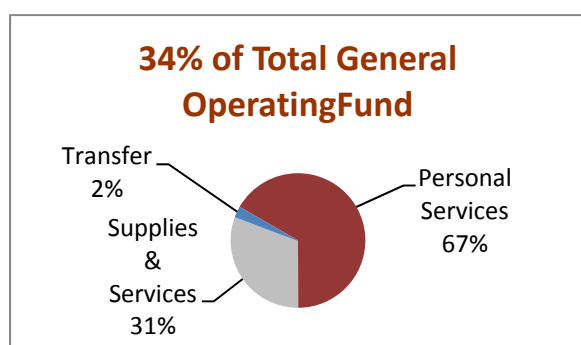
Public Parks (General Operating Fund)

Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, Jordan Valley Park, Dickerson Park Zoo, General Operations and Maintenance and Administration.

Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County



FY 2010-11 Budget Highlights:

- Seven positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual		Adopted		Proposed	
Expenditure	2008-09		2009-10		2010-11	
Personal Services	\$	6,897,119	\$	6,775,821	\$	6,882,795
Operating Supplies & Services		3,227,821		3,322,159		3,180,734
Capital Outlay/Improvements		26,277		-		-
Transfers		530,000		538,555		263,807
	\$	10,681,217	\$	10,636,535	\$	10,327,336
Per Capita	\$	47.05	\$	46.86	\$	45.49

Note: Per Capita numbers include Greene County residents.

Public Parks (General Operating Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	8	8	8
Dickerson Park Zoo	20	20	20
General Operations and Maintenance	36	36	36
Jordan Valley Park	9	9	9
Recreation	23.7	23.7	23.7
	96.7	96.7	96.7

Performance Measures:

Goal: To provide the highest quality of parks and recreation, facilities, programs, events, and educational opportunities to the citizens of Springfield and Greene County.

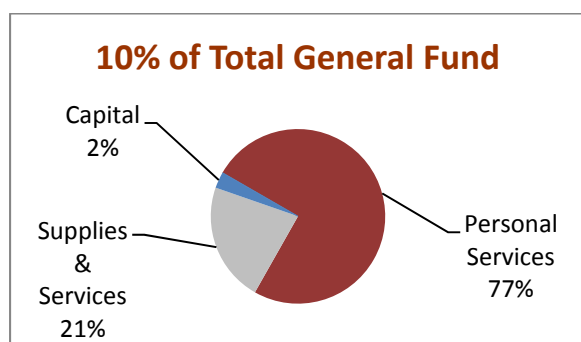
Objective: To maintain or exceed resident satisfaction with City parks and programs as measured by the percent of residents that responded with "Very Satisfied" or "Satisfied" in the annual City Survey. The Park Board operates as an intergovernmental entity for both Springfield and Greene County.
Note: Survey limited to Springfield residents only.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Resident satisfaction with the maintenance of City Parks	N/A	80%	80%
Resident satisfaction with the cleanliness of City Parks	N/A	80%	80%
Resident satisfaction with the location of City Parks	N/A	75%	75%
Resident satisfaction with the walking and biking trails in the City	N/A	75%	75%
Visitation by resident to a City park within the last year	N/A	85%	85%

Public Works (General Fund)

Department Purpose:

The Public Works Department is the largest department in Springfield's City government, encompassing eight divisions. These divisions are: Administration, Street Maintenance, Traffic Engineering, Sanitary Services, Solid Waste Management, Engineering, Storm Water Services and General Services. Each division is responsible for several different services.



Department Mission:

Public Works is committed to working with the community to advance and continuously improve the citizens of Springfield quality of life by being a leader in the development of solutions that both meets the needs of the community and places the welfare and safety of the public above all other considerations.

FY 2010-11 Budget Highlights:

- 18.55 positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 5,741,680	\$ 5,741,445	\$ 5,324,107
Operating Supplies & Services	1,357,684	1,681,623	1,473,284
Capital Outlay/Improvements	329,300	227,500	127,500
	<u>\$ 7,428,664</u>	<u>\$ 7,650,568</u>	<u>\$ 6,924,891</u>
Per Capita	\$ 49.20	\$ 50.67	\$ 45.86

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	5.4	5.4	5.4
Engineering & Stormwater	37.5	37.5	37.5
Operations	57	57	57
	<u>99.9</u>	<u>99.9</u>	<u>99.9</u>

Public Works (General Fund)

Performance Measures:

Goal: Maintain Municipal Facilities at a high level of quality, safety, and cleanliness.

Objective: Safe, clean, and functional public buildings.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of Facilities Service Requests completed within 48 hours.	99.0%	100.0%	100.0%

Goal: Plan and operate Municipal Facilities in a manner that uses resources wisely.

Objective: Perform preventive maintenance to reduce overall repair costs.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of preventive maintenance completed within two weeks of schedule.	74.0%	85.0%	90.0%

Goal: Obtain a long-term and reliable funding source to fund administrative and operational costs associated with meeting federal and state storm water mandates.

Objective: Remain in compliance with federal and state clean water mandates and contribute to the protection of water resources in southwest Missouri.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Level of Funding for Stormwater Compliance			
General Fund	\$ 101,000	\$ 92,500	\$ 30,000
Level Prop Tax	\$ 50,000	\$ -	\$ -
Parks/Waterways Sales Tax	\$ 150,000	\$ 210,000	\$ 280,000

*Level property tax and Parks/Waterways sales tax may not be available after FY 2012, which could result in the General fund being the only funding source available to cover federal mandates unless another funding source is identified.

Public Works Transportation (General Operating Fund)

Department Purpose:

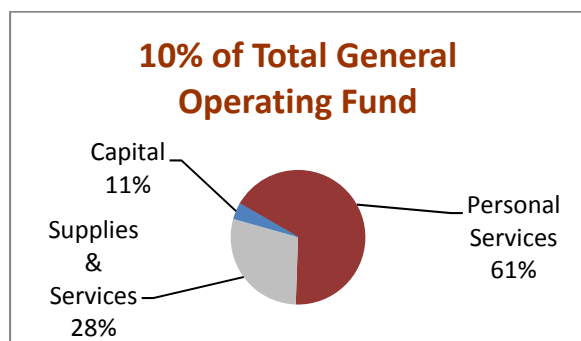
The Public Works Transportation Fund was established to account for the City's street maintenance and traffic signalization activities. Operating revenues in this fund come primarily from state gasoline taxes, the city's catalog use tax, state vehicle sales & licensing taxes, General Fund transfer, and utility cut charges.

Department Mission:

The Traffic Engineering Division is committed to providing support programs for the convenient, efficient and safe movement of vehicles and pedestrians within the City of Springfield, and to provide area-wide mobility planning for all transportation modes and systems.

The Street Division is committed to working with all residents and visitors of our City to provide safe,

clean and attractive streets and public ways so that everyone can enjoy traveling in Springfield. We will achieve this through: Integrity and pride of service by recruiting team members who have pride in their work and community; providing the equipment and materials to enable the teams to do the job right the first time; cooperation and communication with one another and other departments, agencies and contractors to ensure assistance to all citizens with a helpful and cheerful attitude whatever the request or problem may be; continuous Improvement of services through an effective management system including personnel, equipment, materials and contracts; leadership and knowledge through employee development, training and use of available technology by all employees; and flexibility and innovation in how we meet present and future needs of our community.



FY 2010-11 Budget Highlights:

- Appropriating \$1,400,000 in fund balance.
- 0.45 positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 6,114,524	\$ 5,779,000	\$ 5,924,400
Operating Supplies & Services	3,323,890	2,481,000	2,685,600
Capital Outlay/Improvements	834,186	340,000	1,090,000
	<u>\$ 10,272,600</u>	<u>\$ 8,600,000</u>	<u>\$ 9,700,000</u>
Per Capita	\$ 68.03	\$ 56.95	\$ 64.24

Public Works Transportation (General Operating Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	2.85	2.85	2.85
Streets	67.75	67.75	67.75
Traffic Engineering	28.75	28.75	28.75
	99.35	99.35	99.35

Performance Measures:

Goal: Plan, operate and maintain an effective and safe multi-modal transportation system.

Objective: Responsively and proactively maintain city streets in a cost-effective manner, despite the rising cost of construction materials.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Paving Cost per Lane Mile	\$ 41,300	\$ 45,100	\$ 39,600
% of streets in "good" condition	69%	74%	76%

Objective: Maintain and expand pedestrian facilities to enhance multi-modal transportation options.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of sidewalks in "good" or better condition	37.0%	40.0%	43.0%

Goal: Provide clean streets to enhance water quality for the City.

Objective: Public environment that is aesthetically pleasing and free of environmental and health hazards.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Street Sweeping Lane Miles	5,800	3,200	3,500

Public Works Transportation (General Operating Fund)

Performance Measures (cont.):

Goal: Traffic signal equipment maintained as scheduled.

Objective: To keep traffic signal equipment functioning properly and safely at all times.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
# of Reported Malfunctions	605	850	620
Hours of Overtime	499	360	520

Goal: To inform motorist of traffic incidents in a timely manner.

Objective: To keep motorists informed so they ay adjust travel routes to avoid traffic incidents.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Traffic Incidents Published to Web	18,582	19,500	19,250
Traffic Incidents Confirmed by TMC/Camera Views	883	2,200	1,350

Goal: To keep signs and pavement markings maintained as required.

Objective: To provide motorists with guidance and regulations for safety and efficiency.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
# of Signs to Maintain	35,400	36,000	36,500
# of Signs Repaired/Replaced	10,600	11,000	11,500
Lane Miles of Pavement Markings Maintained-Thermo	12.5	25.0	25.0
Lane Miles of Pavement Markings Maintained-Paint	300	350	400

Watershed Committee of the Ozarks (General Fund)

Summary of Unallocated Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 40,316	\$ -	\$ -
Operating Supplies & Services	28,549	15,000	20,000
Capital Outlay/Improvements	-	-	-
	<u>\$ 68,865</u>	<u>\$ 15,000</u>	<u>\$ 20,000</u>
Per Capita	\$ 0.46	\$ 0.10	\$ 0.13

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
No full-time personnel are allocated.	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>



“Working with the Community”



SPECIAL REVENUE & GRANT FUNDS

Special revenue funds account for the proceeds of special revenue sources that are restricted by law or administrative action and are to be expended for specific purposes. Grant revenue funds account for the expenditure of funds received from various federal, state and local agencies.

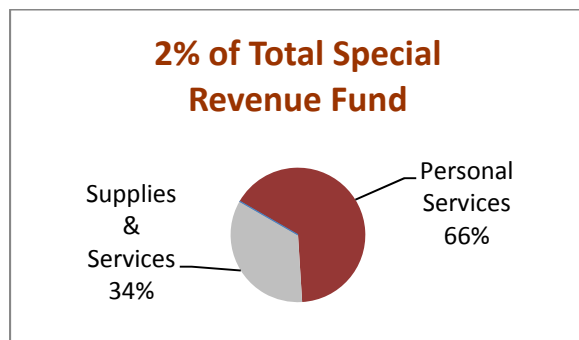
Art Museum (Special Revenue Fund)

Department Purpose:

The Springfield Art Museum is a City agency with a rich heritage of supporting the arts in the Ozarks. It operates under authority of a nine-member board. Incorporated in 1928, the Museum was first operated entirely by volunteers and still relies heavily on community support in a variety of ways.

Department Mission:

The Springfield Art Museum is dedicated to enhancing the education and documenting the diverse cultural heritage of the people of southwest Missouri through the collection, preservation and exhibition of art objects.



FY 2010-11 Budget Highlights:

- Plan to fill the Assistant Director and Registrar positions in fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Adopted 2010-11
Personal Services	\$ 619,185	\$ 737,876	\$ 728,849
Operating Supplies & Services	954,749	357,829	380,676
Capital Outlay/Improvements	15,427	-	-
	<u>\$ 1,589,361</u>	<u>\$ 1,095,705</u>	<u>\$ 1,109,525</u>
Per Capita	\$ 10.53	\$ 7.26	\$ 7.35

Art Museum (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Art Education	2	2	2
Art Exhibits & Collections	6	6	6
Art Museum Administration	5.5	5.5	5.5
	13.5	13.5	13.5

Performance Measures:

Goal: Provide more educational opportunities and increase attendance of art related events.

Objective: To increase services to the community through additional exhibition, activities and other arts related events.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Exhibitions	40	45	55
Annual Participants	35,116	38,000	42,989
School Tours	65	70	70
School Children	3,796	3,850	3,900
Art Classes	72	78	78
Art Class Students	496	560	560
Volunteer Hours	1,155	1,190	1,200

Convention and Visitors Bureau (Special Revenue Fund)

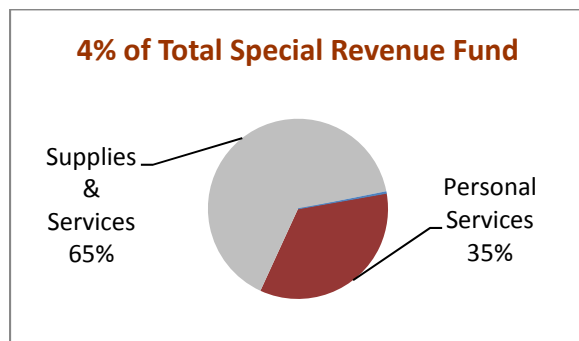
Fund Purpose:

The tourism/convention fund accounts for half of the proceeds of the City's 5% hotel/motel tax. These funds are used exclusively by the tourism/convention board to promote the Springfield area a convention center and family vacation area.

Fund Notes:

Funding for positions of Executive Director, Director of Communications, Director of Sales, Sales Manager, Sales Manager (Group Tours), Convention Services/Special Projects Coordinator, Office Manager, Sales Administrative Assistant, Administrative Assistant, Communication Assistant and Receptionist/Tourist Information Center Supervisor, as well as temporary/part-time wages for staffing the Tourist Information Center, are included in this total.

The amounts shown for the 2010-11 budget have been reviewed and approved by the Bureau's Board of Directors. Any changes will be incorporated as part of a subsequent Council Bill to approve the annual agreement between the City and the Bureau.



FY 2010-11 Budget Highlights:

- The personal services costs shown in this fund are for employees who are not considered "City Employees" and are outside the City's merit system.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 972,880	\$ 991,575	\$ 1,027,845
Operating Supplies & Services	1,776,616	1,991,155	1,929,920
Capital Outlay/Improvements	306,192	163,300	10,000
	<u>\$ 3,055,688</u>	<u>\$ 3,146,030</u>	<u>\$ 2,967,765</u>
Per Capita	\$ 20.24	\$ 20.83	\$ 19.65



“Working with the Community”

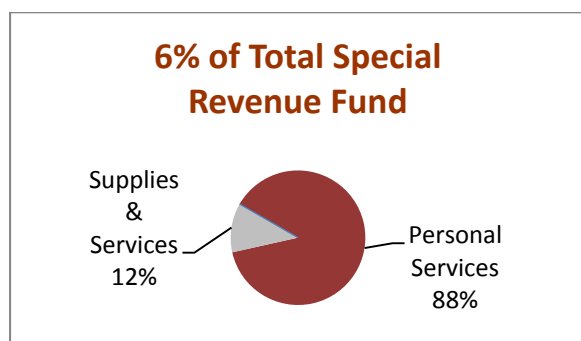
Emergency Communications (Special Revenue Fund)

Department Purpose:

The Emergency Communications Department is committed to efficiently and compassionately answering the public's call for emergency service response. The Springfield-Greene County Emergency Communications Department serves as the access point for the 9-1-1 caller needing public safety services. Departmental personnel have the direct responsibility for quick relay of requests for fire, police, emergency medical and related services. Calls from the entire county are processed through the communication facility.

Department Mission:

The people of our community are the only reason we are here. Therefore, the Emergency Communications Department is committed to efficiently and compassionately answering the public's call for emergency service response. Our commitment will be demonstrated through sensitivity to the dignity and service by an exceptionally trained service-focused staff that is effectively equipped to provide efficient, cost-effective response by public safety agencies.



FY 2010-11 Budget Highlights:

- Eleven positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual	Adopted	
	2008-09	2009-10	2010-11
Personal Services	\$ 3,527,349	\$ 4,238,090	\$ 3,506,091
Operating Supplies & Services	456,472	1,480,700	469,889
Capital Outlay/Improvements	-	36,800	-
	<u>\$ 3,983,821</u>	<u>\$ 5,755,590</u>	<u>\$ 3,975,980</u>
Per Capita	\$ 26.38	\$ 38.12	\$ 26.33

Emergency Communications (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Emergency Communications	73	73	73
	73	73	73

Performance Measures:

Goal: To respond in a timely manner to emergency calls for assistance.

Objective: Answer 90% of 911 calls in 10 seconds or less.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Calls answered in 10 seconds or less	94.0%	95.0%	95.0%

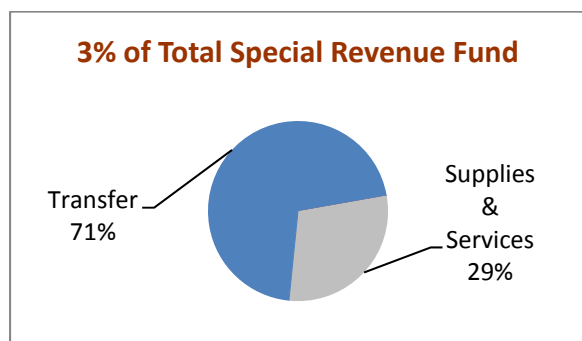
Hotel/Motel Tax (Special Revenue Fund)

Department Purpose:

The tourism/convention fund accounts for half of the proceeds of the City's 5% hotel/motel tax. These funds are used exclusively to repay debt and maintain Jordan Valley Park.

FY 2010-11 Budget Highlights:

- The 0.5 FTE was moved to the General Fund for fiscal year 2010-11.



Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Proposed 2010-11
Personal Services	\$ -	\$ -	\$ -
Operating Supplies & Services	549,317	520,800	487,000
Transfers	1,320,000	1,309,200	1,113,000
	<u>\$ 1,869,317</u>	<u>\$ 1,830,000</u>	<u>\$ 1,600,000</u>
Per Capita	\$ 12.38	\$ 12.12	\$ 10.60

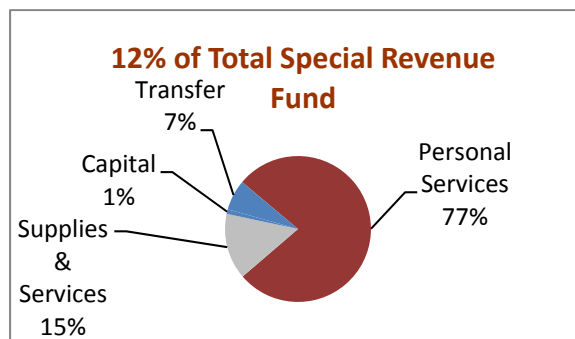
Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Hotel/Motel Tax	0.5	0	0
	<u>0.5</u>	<u>0</u>	<u>0</u>

Law Enforcement Sales Tax (Special Revenue Fund)

Department Purpose:

The Law Enforcement Sales Tax is a county-wide tax shared with Greene County and other municipalities located in Greene County. The tax funds salaries and supplies for police officers and support staff and debt payments on the county-wide radio system and Police Department buildings.



Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Proposed 2010-11
Personal Services	\$ 7,333,808	\$ 7,616,521	\$ 6,588,559
Operating Supplies & Services	2,531,717	1,399,390	1,241,390
Capital Outlay/Improvements	84,155	-	86,000
Transfers	-	-	573,000
	<u>\$ 9,949,680</u>	<u>\$ 9,015,911</u>	<u>\$ 8,488,949</u>
Per Capita	\$ 65.89	\$ 59.71	\$ 56.22

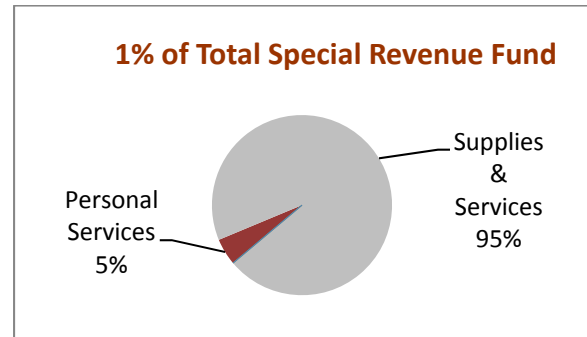
Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	7	7	7
Criminal Investigations	3	3	3
Support Services	9	9	9
Uniform Operations	72	72	72
	<u>91</u>	<u>91</u>	<u>91</u>

Miscellaneous Special Revenue (Special Revenue Fund)

Department Purpose:

This special revenue category includes Fire Department Training, Car Park, Springfield LASERS, Floodway Mowing, and Weed Abatement.



Summary of Expenditures:

	Actual		Adopted		Proposed	
Expenditure	2008-09		2009-10		2010-11	
Personal Services	\$	66,727	\$	109,422	\$	26,875
Operating Supplies & Services		1,001,265		854,467		529,787
Transfers		-		-		-
	\$	1,067,992	\$	963,889	\$	556,662
Per Capita	\$	7.07	\$	6.38	\$	3.69

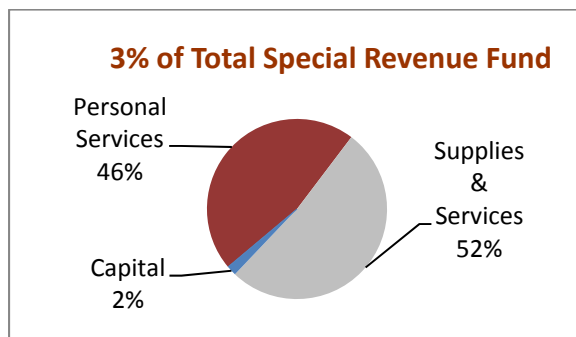
Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
No full-time personnel are allocated.	0	0	0
	0	0	0

Police Special Revenue (Special Revenue Fund)

Department Purpose:

This special revenue category includes Police Training, MSU Substation, Drury Substation, and Confiscated Property.



Summary of Unallocated Expenditures:

Expenditure	Actual		Adopted		Proposed	
	2008-09		2009-10		2010-11	
Personal Services	\$	770,538	\$	916,451	\$	848,666
Operating Supplies & Services		135,258		846,300		946,300
Transfers		55,454		32,498		32,498
	\$	961,250	\$	1,795,249	\$	1,827,464
Per Capita	\$	6.37	\$	11.89	\$	12.10

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Uniform Operations	8	10	10
	8	10	10

Public Parks City/County Sales Tax (Special Revenue Fund)

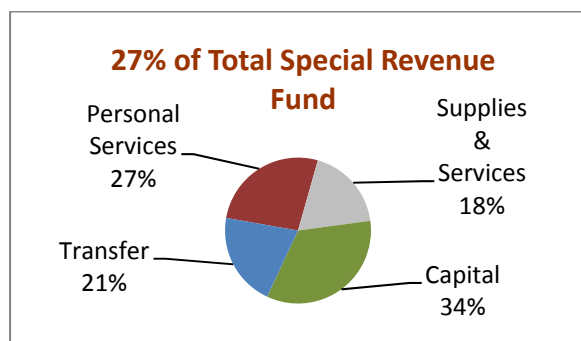
Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, Dickerson Park Zoo, General Operations and Maintenance, Special Facilities and Administration.

In accordance with the 2001 and 2006 Greene County Parks sales tax plans, proceeds will be utilized for the funding of projects approved by voters.

Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County



FY 2010-11 Budget Highlights:

- Convert contract Park Ranger to an FTE.
- Convert contract Botanical Center Coordinator to an FTE.
- Convert contract Parks Caretaker to an FTE.
- Hire, reclassify, and promote certain key positions to meet the Park Board's additional job duties, demands, certifications, and expertise as mandated by Greene County voters.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 4,407,542	\$ 5,184,019	\$ 5,133,214
Operating Supplies & Services	3,491,186	2,205,482	3,563,457
Capital Outlay/Improvements	5,891,978	4,591,295	6,580,000
Transfers	4,431,300	7,088,669	4,019,000
	<u>\$ 18,222,006</u>	<u>\$ 19,069,465</u>	<u>\$ 19,295,671</u>
Per Capita	\$ 80.27	\$ 84.01	\$ 85.00

Note: Per Capita numbers include Greene County residents.

Public Parks City/County Sales Tax (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	12.5	12.5	13.5
Dickerson Park Zoo	8	8	8
General Operations and Maintenance	24	24	26
Recreation	15.3	15.3	15.3
Special Facilities	14	14	14
	73.8	73.8	76.8

Performance Measures:

Goal: To provide the highest quality of parks and recreation, facilities, programs, events and educational opportunities to the citizens of Springfield and Greene County.

Objective: To develop, renovate and/or construct trails, recreation facilities, school-parks, Dickerson Park Zoo, historic and natural resource preservation and lakes, waterways and watershed in accordance with the 2001 and 2006 parks tax initiatives.

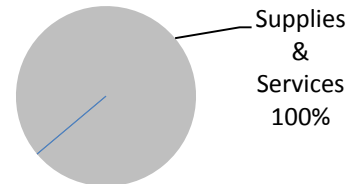
	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Zoo Attendance	207,338	210,000	210,000
School-Park sites served	26	33	34
Number of playground inspections	49	50	50
Number of City -County Park pavilions reservations	1,114	1,125	1,125
Number of miles of trails	96	97	97

Road and Bridge Maintenance (Special Revenue Fund)

Fund Purpose:

The road and bridge maintenance fund accounts for the City's portion of the Greene County road and bridge tax. The funds are expended for local street repair and resurfacing.

2% of Total Special Revenue Fund



Summary of Expenditures:

Expenditure	Actual 2008-09		Adopted 2009-10		Proposed 2010-11	
Personal Services	\$	-	\$	-	\$	-
Operating Supplies & Services		1,257,293		1,570,000		1,630,000
Capital Outlay/Improvements		-		-		-
	\$	1,257,293	\$	1,570,000	\$	1,630,000
Per Capita	\$	8.33	\$	10.40	\$	10.79



“Working with the Community”

Telecable (Special Revenue Fund)

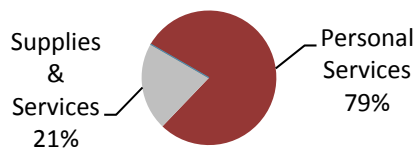
Fund Purpose:

The Public Information Department provides information to the general public and media, and serves as a departmental resource to the community. The Public Information Department also works with City departments to plan special events, releases news, develop web site material, brochures, videos, and other informational materials about City government.

Fund Mission:

We are committed to working with the Community by providing timely and accessible City information using all relevant communication technologies to empower citizens and staff to participate in open and transparent government.

1% of Total Special Revenue Fund



FY 2010-11 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual	Adopted	
	2008-09	2009-10	2010-11
Personal Services	\$ 473,774	\$ 454,383	\$ 443,689
Operating Supplies & Services	50,791	119,255	119,255
Capital Outlay/Improvements	49,924	-	-
	<u>\$ 574,489</u>	<u>\$ 573,638</u>	<u>\$ 562,944</u>
Per Capita	\$ 3.80	\$ 3.80	\$ 3.73

Telecable (Special Revenue Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Graphic Production	4	4	4
Cable Programming	4	4	4
	8	8	8

Performance Measures:

Goal: To use "new media" technology to communicate with citizens.

Objective: CityView produces regular features for posting on the CityView site as well as the City's YouTube channel and Facebook page. This first half of FY10 total does not include hosting and uploading material produced by and for other departments such as Health, Parks and the Zoo.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Special Features, i.e.podcast	10	21*	52

Objective: Use the Internet to videostream all CityView programming to broaden our ability to communicate with citizens including those who do not subscribe to cable.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
CityView Web site visits	3497	4170	4750
Avg. server-to-client bytes (amt. of info. viewed)	531mb/day	776mb/day	725mb/day

Goal: To inform citizens about news related to the City of Springfield on a consistent and timely basis.

Objective: CityView produced a weekly feature news program, City Beat, providing coverage of City events, profiles of City employees and discussion of current issues from July – December 2009. City Beat was cablecast several times each day and available on the City website indefinitely. City Beat was also posted to the CityView You Tube page and as a podcast on the free iTunes service.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Hours of City Beat programming	6.5	3.75	N/A*
Episodes	52	26	N/A*

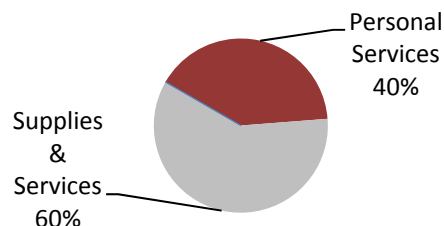
*CityBeat is indefinitely suspended due to budget reductions and uncertain future funding.

Community Development Block Grant (Grant Fund)

Fund Purpose:

The purpose of this fund is to improve neighborhoods in low-to-moderate income areas. This fund accounts for grants received from the Department of Housing and Urban Development (HUD) along with various revolving loans.

13% of Total Grant Fund



Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Adopted 2010-11
Personal Services	\$ 802,495	\$ 857,936	\$ 897,697
Operating Supplies & Services	431,276	470,386	1,322,374
Capital Outlay/Improvements	106,638	-	-
	<u>\$ 1,340,409</u>	<u>\$ 1,328,322</u>	<u>\$ 2,220,071</u>
Per Capita	\$ 8.88	\$ 8.80	\$ 14.70

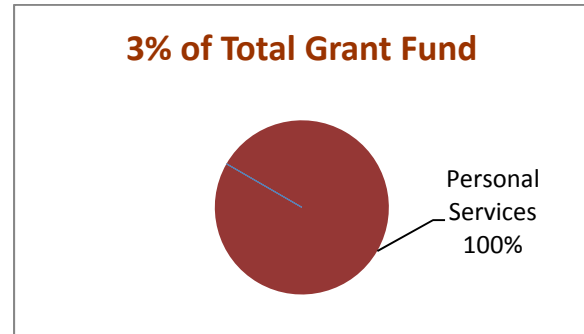
Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
10-11 CDBG Administration	4.77	5.14	5.08
10-11 CDBG Small Business	1.55	1.55	1.55
10-11 CDBG Comp Housing	2.85	2.85	2.85
10-11 CDBG Neighborhoods	1.53	1.53	1.53
10-11 CDBG Economic Development	0.53	0.53	0.93
	<u>11.23</u>	<u>11.6</u>	<u>11.94</u>

Fire Department (Grant Fund)

Department Purpose:

The Staffing for Adequate Fire and Emergency Response (SAFER) Program Grant from the United States Department of Homeland Security typically provides funding only for new positions. However, the SAFER grant was modified by Congress, through the American Reinvestment and Recovery Act, to allow fire departments to refill positions that were eliminated or left unfilled as a part of the economic downturn. This grant allows for 100% cost recovery of the eligible personnel for a two year period.



Summary of Expenditures:

Expenditure	Actual		Adopted	
	2008-09		2009-10	2010-11
Personal Services	\$ -	\$ -	\$ -	\$ 556,204
Operating Supplies & Services	-	-	-	-
Capital Outlay/Improvements	-	-	-	-
	\$ -	\$ -	\$ -	\$ 556,204
Per Capita	\$ -	\$ -	\$ -	\$ 3.68

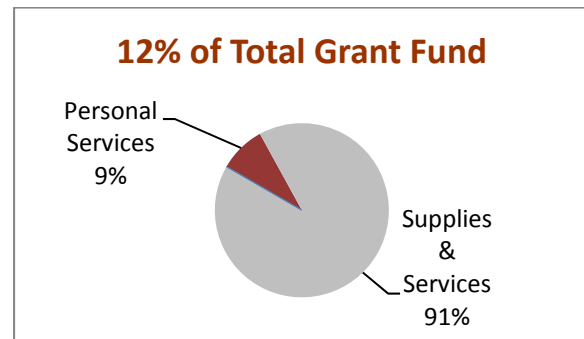
Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Operations	0	0	13
	0	0	13

Home Investment Partnership Program (Grant Fund)

Department Purpose:

The Community Housing Development Program, through the U.S. Department of Housing and Urban Development, provides funding for decent, safe, and affordable housing to qualified applicants.



Summary of Expenditures:

	Actual	Adopted	Adopted
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 136,202	\$ 164,828	\$ 168,086
Operating Supplies & Services	1,908,493	1,520,332	1,770,305
Capital Outlay/Improvements	-	-	-
	<u>\$ 2,044,695</u>	<u>\$ 1,685,160</u>	<u>\$ 1,938,391</u>
Per Capita	\$ 13.54	\$ 11.16	\$ 12.84

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Home Payment	0.75	0.75	0.75
09-10 Home Administration	1.75	1.75	2.15
	<u>2.5</u>	<u>2.5</u>	<u>2.9</u>

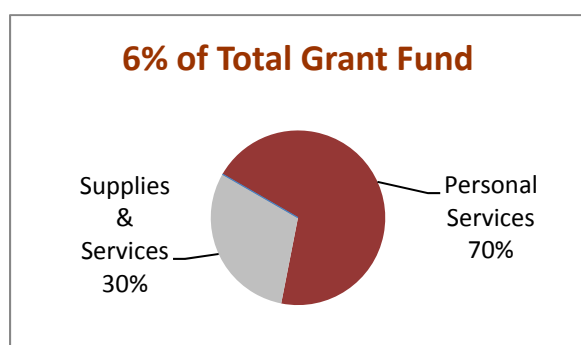
Parks Grants (Grant Fund)

Department Purpose:

Intergovernmental, administrative park board serving Springfield and Greene County residents through the divisions of Recreation, the Dickerson Park Zoo, General Operations and Maintenance, Special Facilities and Administration.

Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County.



FY 2010-11 Budget Highlights:

- Awarded over \$613,000 for 21st Century Learning Center Grant through the School-Park division; requires 1 full-time equivalent Community Recreation Supervisor.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 231,336	\$ 227,508	\$ 637,553
Operating Supplies & Services	127,507	71,510	276,402
Capital Outlay/Improvements	-	-	-
Transfers	-	-	-
	<u>\$ 358,843</u>	<u>\$ 299,018</u>	<u>\$ 913,955</u>
Per Capita	\$ 1.58	\$ 1.32	\$ 4.03

Note: Per Capita numbers include Greene County residents.

Personal Services Summary:

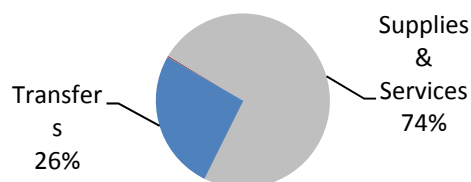
BY DIVISION	2008-09	2009-10	2010-11
Recreation	0	0	1
	<u>0</u>	<u>0</u>	<u>1</u>

Planning and Development Grants (Grant Fund)

Department Purpose:

This grant category includes funding for Planning and Development Grants including: Transportation Grants, Emergency Shelter Grant, Brownfields Grants, Neighborhood Stabilization Program, EDI Grants, and Revolving Loan Accounts.

9% of Total Grant Fund



Summary of Unallocated Expenditures:

	Actual	Adopted	Adopted
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 276,002	\$ 286,736	\$ 3,431
Operating Supplies & Services	2,597,593	1,138,079	1,045,521
Transfers	368,597	368,000	368,000
	<u>\$ 3,242,192</u>	<u>\$ 1,792,815</u>	<u>\$ 1,416,952</u>
Per Capita	\$ 21.47	\$ 11.87	\$ 9.38

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	6.16	5.16	0.05
	<u>6.16</u>	<u>5.16</u>	<u>0.05</u>

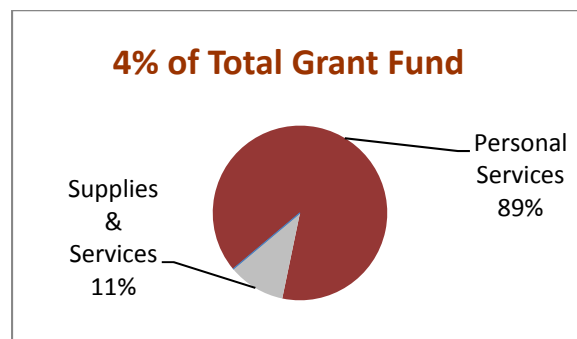
Police Grants (Grant Fund)

Department Purpose:

This budget includes funds allocated for Traffic Safety Alliance of the Ozarks and grants awarded to the Springfield Police Department. The Police grants budgeted here are HIDTA and COPS.

FY 2010-11 Budget Highlights:

- Funding for Traffic Safety Alliance of the Ozarks has been eliminated for fiscal year 2010-11.



Summary of Unallocated Expenditures:

	Actual 2008-09	Adopted 2009-10	Proposed 2010-11
Expenditure			
Personal Services	\$ 357,111	\$ 554,428	\$ 557,211
Operating Supplies & Services	817,666	58,760	66,320
Transfers	1,480,842	-	-
	<u>\$ 2,655,619</u>	<u>\$ 613,188</u>	<u>\$ 623,531</u>
Per Capita	\$ 17.59	\$ 4.06	\$ 4.13

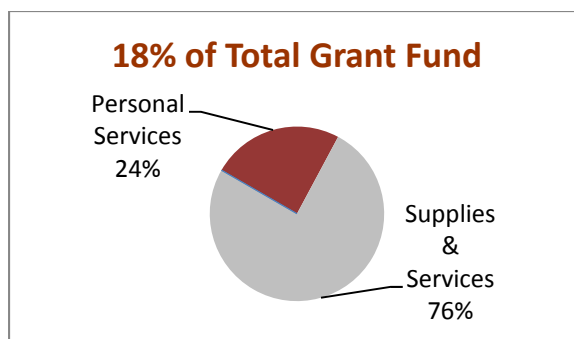
Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Uniform Operations	2	2	2
	<u>2</u>	<u>2</u>	<u>2</u>

Public Health Grants (Grant Fund)

Department Purpose:

Public health grants are funded through the U.S. Environmental Protection Agency and the U.S. Department of Health and Human Services in support of the Air Quality Control, HIV Prevention, Bio-Terrorism, and Child Safety Programs.



Summary of Unallocated Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Adopted 2010-11
Personal Services	\$ 890,418	\$ 658,498	\$ 732,172
Operating Supplies & Services	1,778,430	2,925,091	2,258,260
Transfers	75,647	-	-
	<u>\$ 2,744,495</u>	<u>\$ 3,583,589</u>	<u>\$ 2,990,432</u>
Per Capita	\$ 18.18	\$ 23.73	\$ 19.80

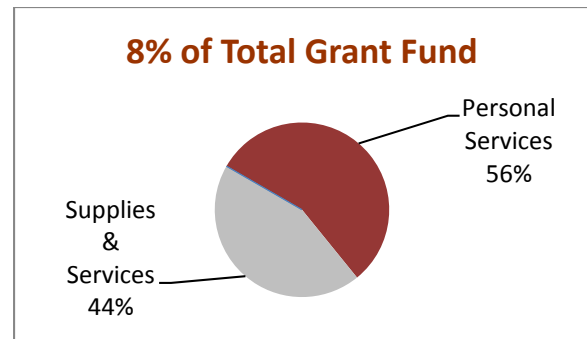
Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
HOV Case Management	1	1	1
HIV Prevention	1	1	1
AQC	4	4	4
BIO-T	4.8	4	6
	<u>10.8</u>	<u>10</u>	<u>12</u>

WIC Program (Grant Fund)

Department Purpose:

The WIC program fund accounts for federal grants from the U.S. Department of Agriculture for the Women, Infant's, and Children's Supplemental Food Program within the Health Department.



Summary of Unallocated Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Adopted 2010-11
Personal Services	\$ 732,527	\$ 605,756	\$ 749,567
Operating Supplies & Services	222,356	545,244	593,433
Transfers	56,818	-	-
	<u>\$ 1,011,701</u>	<u>\$ 1,151,000</u>	<u>\$ 1,343,000</u>
Per Capita	\$ 6.70	\$ 7.62	\$ 8.89

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
WIC	10	10	11
	<u>10</u>	<u>10</u>	<u>11</u>

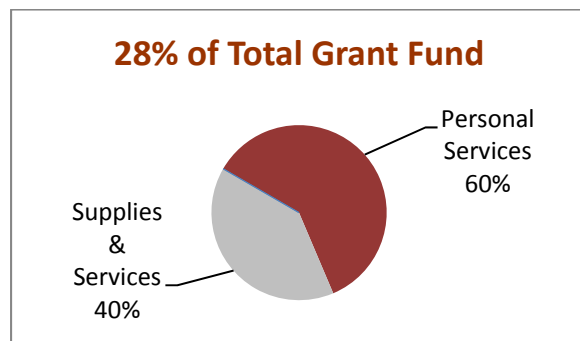
Workforce Development (Grant Fund)

Department Purpose:

Funding for the Department of Workforce Development's activities is provided by the U.S. Department of Labor in support of various job training programs. These programs are primarily funded through the Federal Workforce Investment Act (WIA). The Missouri Career Center, Ozark Region, coordinates resources to prepare today's workers for tomorrow's workplace.

Department Mission:

To create a well-prepared workforce that meets the needs of a responsible business community.



FY 2010-11 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual	Adopted	
	2008-09	2009-10	2010-11
Personal Services	\$ 2,577,236	\$ 2,180,808	\$ 2,752,701
Operating Supplies & Services	2,598,641	950,108	1,863,688
Capital Outlay/Improvements	17,394	-	-
	<u>\$ 5,193,271</u>	<u>\$ 3,130,916</u>	<u>\$ 4,616,389</u>
Per Capita	\$ 34.39	\$ 20.73	\$ 30.57

Workforce Development (Grant Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	5	5	5
Pooled Costs	10	10	10
Program	38	38	38
Rapid Response	1	1	1
	54	54	54

Performance Measures:

Fiscal:

- Spend at least 85% of funding level while keeping administration to 10% or less.
- Keep our cash-on-hand to no more or less than 5 days.
- Produce monthly financial reports for the purpose of internal, extensive review for sound program management.
- Provide monthly projections of expenditures and costs for efficient program management.
- Monitoring of all subcontractors and sub grant recipients, specifically our Youth subcontractor.
- Submit all ARRA reporting as required by State and Federal Governments.

WIA Programs:

Common Measures for Ozark Region (Christian, Dallas, Greene, Polk, Stone, Taney and Webster County)

For WIA Adult and Dislocated Workers, Labor Exchange (Wagner Peyser), the following goals have been assigned and/or negotiated for the Department:

	Adult	Dislocated Workers	Wagner Peyser	WIA Youth
1. Entered Employment	88%	93%	69%	N/A
2. Employment Retention	85%	90%	80%	N/A
3. Average Earnings	\$9,307	\$11,133	\$9,500	N/A
4. Placement in Employment or Education	N/A	N/A	N/A	62%
5. Attainment of a Degree or Certificate	N/A	N/A	N/A	43%
6. Literacy and Numeracy Gains	N/A	N/A	N/A	35%

Workforce Development (Grant Fund)

Performance Measures (cont.):

Career Assistance Program:

The Career Assistance Program performance requirements are included in the CAP Scope of Work which states that each region must achieve one or more of the following performance measures:

- Meet or exceed a federal work participation rate of 15%, or
- Meet or exceed the most recent statewide federal work participation rate, or
- Show an incremental increase in the federal work participation rate in the first six months of program year 2008 using the base month of June 2008.



CAPITAL PROJECTS FUNDS

Capital project funds are used to account for the financial resources designated for the acquisition or construction of capital assets. Capital assets include land, buildings, improvements, equipment and infrastructure assets (e.g., roads, bridges, storm sewers, and similar items). Capital assets, excluding land, are defined by the City as assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. All land purchases are capitalized regardless of cost. Major outlays for capital improvements are capitalized as projects as constructed.



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Capital Projects Fund

Summary of Expenditures and Appropriations:

	2008-2009 <u>Actual</u>	2009-2010 <u>Adopted</u>	2010-2011 <u>Proposed</u>
Capital Improvements Sales Tax	<u>\$ 5,558,319</u>	<u>\$ 9,625,000</u>	<u>\$ 9,621,801</u>

Funding Source: 3-year, 1/4 cent capital improvements sales tax, initially approved by voters effective October 1, 1989, subsequently extended by voters until September 30, 2010.

Transportation Sales Tax	<u>\$ 1,752,640</u>	<u>\$ 4,812,500</u>	<u>\$ 4,847,800</u>
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Funding Source: 4-year, 1/8 cent transportation sales tax, initially approved by voters in 1996, subsequently extended by voters until March 31, 2009.

Public Works/Other Improvements	<u>\$ 11,736,702</u>	<u>\$ 780,000</u>	<u>\$ 555,000</u>
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Funding Source: Federal Highway Administrations grants and other contributions designated for construction projects.

Developer Agreement Projects	<u>\$ 54,968</u>	<u>\$ 104,000</u>	<u>\$ -</u>
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Funding Source: One-half of incremental increases in one-cent general sales tax revenue from developer agreements.

Capital Lease Payments	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
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Funding Source: Transfer within operating budget

TOTAL CAPITAL PROJECTS	<u>\$ 19,102,628</u>	<u>\$ 15,321,500</u>	<u>\$ 15,024,601</u>
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Capital Improvement Budgeting

The City of Springfield utilizes a six-year capital improvement program to prioritize public projects, which will be scheduled over a number of years, as financial resources are available. When possible, the City looks for creative funding solutions such as cost sharing with other governmental agencies, public-private cooperative efforts, special purpose taxes, and modifications to development regulations methods of providing needed capital items. The underlying philosophy of the capital improvements program prioritizes needs into three categories: (1) the protection of life, health, and public safety; (2) improvements to the City's existing infrastructure; and (3) construction of the new infrastructure to keep up with the community growth.

For a complete look at the City's formal CIP Report see our website at:
<http://www.springfieldmo.gov/planning/documents.html>



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ENTERPRISE FUNDS

Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs, including depreciation, of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges. Services accounted for in the Enterprise Funds are tangible and it is possible to determine the extent to which they benefit individual service customers.



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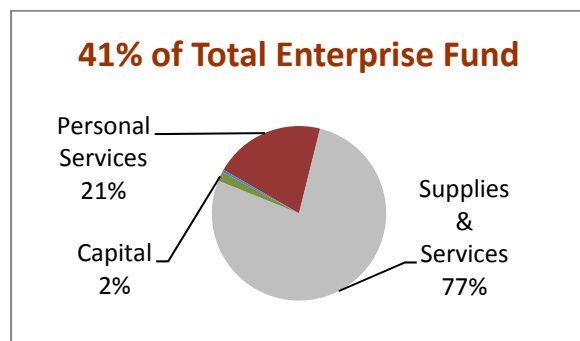
Airport (Enterprise Fund)

Department Purpose:

The Springfield/Branson National Airport is owned by the City of Springfield and managed through an 11-member administrative board. The Board operates the airport as a self-supporting “enterprise function”, operating without tax revenue or general City funds.

Department Mission:

The people of our community are the only reason we are here. Therefore, we are committed to working with the community to provide ethical and responsible local government so that everyone can enjoy the benefits of living and working in Springfield. We will achieve this through: Integrity and Pride of Service in everything we say and do, and with dedication to quality. Cooperating and Communication with one another and with citizens to ensure open government, and open management with no surprised. Continuous Improvement of Services through cost-effective utilization of, people, materials, equipment and technology. Leadership and Knowledge through staff training and development. Innovation in how we meet present and future needs of our city.



FY 2010-11 Budget Highlights:

- Operating supplies and services have increased by \$2,625,000.

Summary of Expenditures:

	Actual	Adopted	Adopted
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 5,248,571	\$ 5,176,000	\$ 5,304,649
Operating Supplies & Services	10,157,290	17,294,000	19,919,351
Capital Outlay/Improvements	6,568,316	317,000	450,000
Transfers	100,000	100,000	125,000
	<u>\$ 22,074,177</u>	<u>\$ 22,887,000</u>	<u>\$ 25,799,000</u>
Per Capita	\$ 146.19	\$ 151.57	\$ 170.85

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	15	15	15
Operations	40	47	48
Rescue	17	17	17
Security	10	10	10
	<u>82</u>	<u>89</u>	<u>90</u>

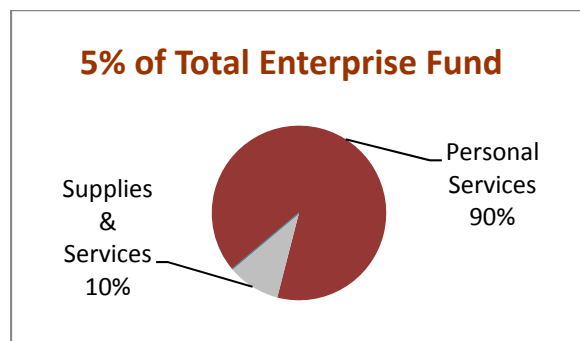
Golf (Enterprise Fund)

Department Purpose:

The Springfield-Greene County Park Board offers four golf courses: Horton Smith Golf Course (18 holes), the Bill and Payne Stewart Golf Course (18 holes), Betty Allison Junior Golf Course at Oscar Blom (9 holes) and Rivercut Golf Course (18 holes). Also offered are the Connie Morris Learning Center and the Betty Allison Junior Course at Rivercut (4 holes). The golf courses offer the opportunity to participate in the game of golf at a variety of levels at a reasonable cost.

Department Mission:

The Springfield-Greene County Park Board is committed to providing the highest quality of leisure opportunities; to offer programs for relaxation as well as stimulation; and to encourage personal and community enrichment for the citizens of Springfield and Greene County



FY 2010-11 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 1,538,682	\$ 1,674,062	\$ 1,652,947
Operating Supplies & Services	1,112,479	1,582,751	1,451,602
Capital Outlay/Improvements	491,174	16,470	-
Transfers	951	25,717	91,451
	<u>\$ 3,143,286</u>	<u>\$ 3,299,000</u>	<u>\$ 3,196,000</u>
Per Capita	\$ 13.85	\$ 14.53	\$ 14.08

Note: Per Capita numbers reflect Greene County residents.

Golf (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Horton Smith	4.6	4.6	4.6
Payne Stewart	5.6	5.6	5.6
Rivercut	7.8	7.8	7.8
	18	18	18

Performance Measures:

Goal: To provide a comprehensive array of golf programs and services, as well as a quality golf experience, at a reasonable cost.

Objective: Maintain the highest quality turf grass available through proper turf management practices. Provide a complete clubhouse operation of concessions, pro-shop, driving range and cart rentals. Enhance the development of junior golf play. Offer a variety of golf-related programs, events and tournaments.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Number of golf courses maintained	4	4	4
Number of golf holes maintained	67	67	67
Number of adult/senior 9-hole rounds played	39,377	41,000	41,000
Number of adult/senior 18-hole rounds played	58,437	57,000	58,000
Number of junior rounds played	4,770	5,250	5,250

Sanitary Sewer System (Enterprise Fund)

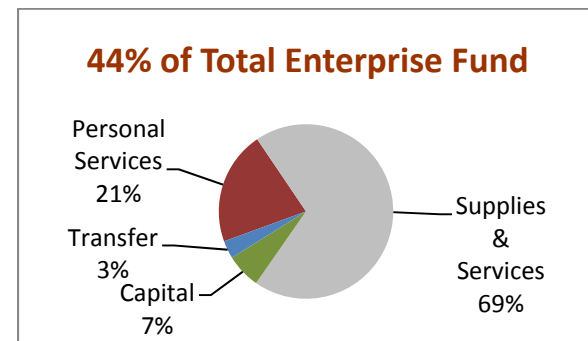
Department Purpose:

The Sanitary Sewer System consists of the Southwest Treatment Plant, Northwest Treatment Plant, lift stations and phosphorous facilities, the collection system, laboratory analysis, industrial pre-treatment monitoring, and billing.

Department Mission:

We are committed to maintaining an efficient Sanitary Sewer System to assure the most effective level of waste water collection and treatment for the protection of our community's health and environment. We will achieve this through; quality customer service by offering a courteous, professional and superior level of service that anticipates the needs and exceeds our customers satisfaction; cooperation and communication by working with our customers, our neighbors, City and County officials and each other to assure customer satisfaction; professionalism by using proper equipment and well-trained, highly motivated employees to provide outstanding and efficient administration and operation of Springfield's sewerage system; ethical and responsible behavior

by having a strong commitment to pride of service and by being open, accountable and courteous in contacts with our customers and each other; efficiency and innovation by promptly and effectively handling requests for service and information; providing long-range plans for system growth; offering quality, cost-effective services to our customers; and utilizing new ideas and technologies.



FY 2010-11 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Proposed 2010-11
Personal Services	\$ 5,446,157	\$ 5,700,000	\$ 5,784,000
Operating Supplies & Services	12,770,710	19,207,900	18,955,000
Capital Outlay/Improvements	9,898,573	2,106,600	1,765,000
Transfers	835,873	1,036,000	911,000
	<u>\$ 28,951,313</u>	<u>\$ 28,050,500</u>	<u>\$ 27,415,000</u>
Per Capita	\$ 191.73	\$ 185.76	\$ 181.56

Sanitary Sewer System (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	5.55	5.55	5.55
CSM	24.8	24.8	24.8
North Plant	5	5	5
South Plant	37	37	37
Lab	6	6	6
Industrial Pre-Treatment	6.2	6.2	6.2
	84.55	84.55	84.55

Performance Measures:

Goal: Plan, operate and maintain an effective sanitary sewer system with competitive rates both regionally and nationally.

Objective: Maintain treatment plants, lift stations and the collection system in a cost-effective manner even with rising material and utility costs.

MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Residential Rate Based on 10 CCF/Month			
Springfield Residential Rate	\$18.22	\$18.92	*
Avg Residential Rate per Study by Memphis Water & Light	\$37.00	\$41.19	N/A
Commercial Rate Based on 500 CCF/Month			
Springfield Commercial Rate	\$488.51	\$506.74	*
Avg Commercial Rate per Study by Memphis Water & Light	\$1,610.32	\$1,712.65	N/A
*Rate Study Being Conducted			

Sanitary Sewer System (Enterprise Fund)

Performance Measures (cont.):

Goal: To complete the sanitary sewer system within Springfield City Limits.

Objective: Protect the environment and surface/ground water in and around Springfield by eliminating individual treatment systems.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Tracts sewered	111	107	83
Tracts left to sewer (within City Limits)	737	630	547
% of City Sewered	98.9%	99.1%	99.2%

Goal: Maintain an efficient Sanitary Sewer System to assure the most effective level of wastewater collection and treatment for the protection of our community's health and environment.

Objective: Remain in compliance with Federal (EPA) and State (DNR) mandates and regulations to protect the environment for all residents and visitors.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Hundreds of Cubic Feet Billed	10,563,404	10,500,000	10,500,000
Miles of Gravity Sewer	1,150	1,180	1,190
Miles of Sewer Cleaned	133	143	150
Million Gallons/Day (MGD Avg) Treated	39.69	63.53	40.00
Tons of Pollutants Removed	110.62	103.97	110.00
Number of Analysis Performed	70,412	61,000	70,000



“Working with the Community”

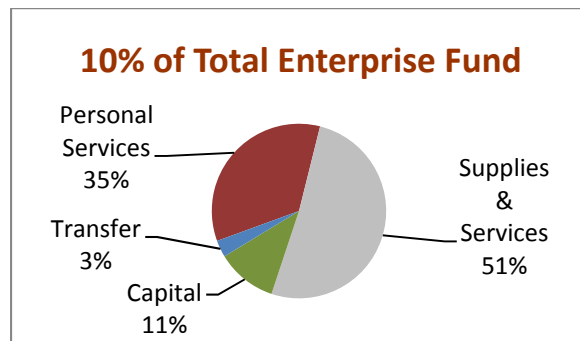
Solid Waste (Enterprise Fund)

Department Purpose:

Solid Waste activities include operating a Sanitary Landfill, Recycling Centers, a Household Chemical Collection Center, Yardwaste Recycling Centers, an Information & Education Program, and a Market Development Program.

Department Mission:

To provide an integrated solid waste management system for Springfield and Greene County that is environmentally sound and economically feasible which represents a long-term solution to preserve the natural resources of the region for present and future generations.



FY 2010-11 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

	Actual	Adopted	Proposed
Expenditure	2008-09	2009-10	2010-11
Personal Services	\$ 1,959,691	\$ 2,118,500	\$ 2,264,500
Operating Supplies & Services	2,510,502	2,960,949	3,366,765
Capital Outlay/Improvements	318,622	740,000	737,935
Transfers	162,602	180,551	205,800
	<u>\$ 4,951,417</u>	<u>\$ 6,000,000</u>	<u>\$ 6,575,000</u>
Per Capita	\$ 32.79	\$ 39.74	\$ 43.54

Solid Waste (Enterprise Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Administration	4	4	4
Refuse Disposal	15.15	15.15	15.15
Recycling	9.55	9.55	9.55
	28.7	28.7	28.7

Performance Measures:

Goal: Provide an Integrated Solid Waste Management System for Springfield and Greene County that is environmentally sound and economically feasible which represents a long-term solution to preserve the natural resources of the region for present and future.

Objective: Maintain a sustainable Integrated Solid Waste Management System that consists of the Sanitary Landfill, a Household Chemical Collection Center, Recycling Drop Off Sites, a Yardwaste Recycling Center, an Education and Information Program and a Market Development Program. Remain in compliance with Federal (EPA) and State (DNR) mandates and regulations.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Customer Visits to the Recycling Centers	286,545	294,999	297,000
Customer Visits to the HCCC	644	675	700
HCCC Customer Support Calls	1,374	1,443	1,515
Customer Visits to the YRC	89,169	90,000	91,000
Materials Received at the Recycling Sites (tons)	4,199	4,050	4,100
Materials Received at the YRC (cubic yards)	185,000	187,400	188,600
Materials Received at the HCCC (pounds)	36,206	22,508	23,633
Waste Received at the Landfill (average daily tons)	446	600	625
Hot Line Calls	20,436	22,714	23,622
Web Site Hits	13,231	17,126	17,811
Tours, Presentations & Events	164	170	175
Business Assistance Interactions	104	125	150

Solid Waste (Enterprise Fund)

Performance Measures (cont.):

Goal: Plan, operate and maintain an effective Integrated Solid Waste Management System with competitive landfill tipping fees.

Objective: Maintain the ISWMS, consisting of Sanitary Landfill, Recycling Centers, a Household Chemical Collection Center, a Yardwaste Recycling Center, an Information & Education Program, and a Market Development Program.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Springfield Landfill Tipping Fees	\$28.65	\$28.65	N/A
Avg Tipping Fee (Publicly owned landfills in MO.)	\$34.31	\$35.29	N/A
Avg Tipping Fee (Privately owned landfills in MO.)	\$47.40	\$50.90	N/A



INTERNAL SERVICE FUNDS

Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies on a cost-reimbursement basis. Services accounted for in Internal Service Funds are tangible, and it is possible to determine the extent to which they benefit individual departments or agencies.

Print Shop (Internal Service Fund)

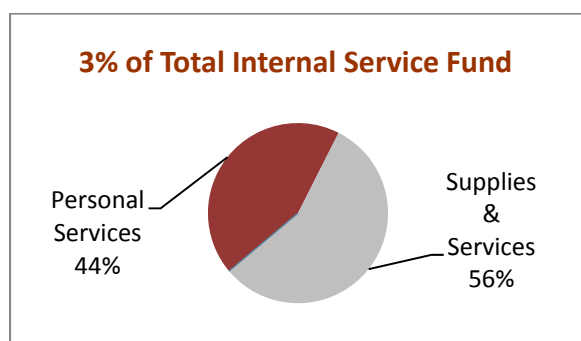
Department Purpose:

This fund accounts for the operations of the City's Print Shop. Revenues are generated almost exclusively from billings to other City departments. The Print Shop does all in-house printing and mailing.

Department Mission:

The mission of the Finance Department is to effectively and efficiently provide the highest quality of fiscal services to the citizens of Springfield, elected officials and all City employees.

We are committed to integrity, accountability and customer service to accomplish our mission and to serve our customers.



FY 2010-11 Budget Highlights:

- No changes in staffing or expenditures.

Summary of Expenditures:

	Actual		Adopted		Proposed	
Expenditure	2008-09		2009-10		2010-11	
Personal Services	\$	115,939	\$	118,910	\$	108,928
Operating Supplies & Services		132,408		141,041		141,041
Capital Outlay/Improvements		-		-		-
	\$	248,347	\$	259,951	\$	249,969
Per Capita	\$	1.64	\$	1.72	\$	1.66

Print Shop (Internal Service Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Print Shop	2	2	2
	2	2	2

Performance Measures:

Goal: Maintain efficient services and/or customer service.

Objective: Complete print-ready requests in 3 working days or less.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of requests completed in 3 working days or less	N/A	50%	55%

Goal: Produce printed documents of quality and reduce processing time.

Objective: Promote submission of electronic print requests and printing from various electronic files.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
% of print requests submitted/fulfilled by electronic file	N/A	10%	15%

Goal: Provide information to departments in an effort to maximize postage cost savings.

Objective: Create and update online resources that publicize information regarding postage cost savings and Print Shop services

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Online resources created and/or updated	N/A	Yes	Yes

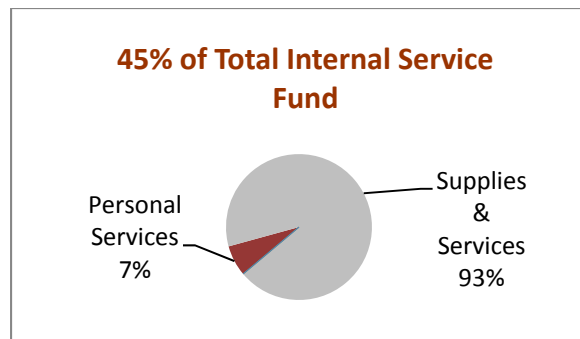
Self-Insurance Fund (Internal Service Fund)

Department Purpose:

The Self-Insurance Fund was established to account for the City's employee medical and workers' compensation insurance programs. All contributions, both City and employee, are held by this fund to pay medical expenses of the participants, as well as medical and indemnity claims related to workers' compensation.

Department Mission:

The Human Resources Department is committed to hiring, compensating and developing the City's workforce to ensure its ability to serve the citizens by strategically partnering with other City departments. We are dedicated to the fair and equitable treatment of all individuals whether citizen, applicant or employee by providing support, advice or guidance in an ethical, courteous and timely manner.



FY 2010-11 Budget Highlights:

- \$370,000 was added due to rate increases.

Summary of Expenditures:

Expenditure	Actual 2008-09	Adopted 2009-10	Proposed 2010-11
Personal Services	\$ 285,534	\$ 276,410	\$ 228,425
Operating Supplies & Services	1,234,170	2,735,602	3,105,606
Capital Outlay/Improvements	-	-	-
	<u>\$ 1,519,704</u>	<u>\$ 3,012,012</u>	<u>\$ 3,334,031</u>
Per Capita	\$ 10.06	\$ 19.95	\$ 22.08

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Self-Insurance	4	4	4
	<u>4</u>	<u>4</u>	<u>4</u>

Self-Insurance Fund (Internal Service Fund)

Performance Measures:

Goal: Partner with all City departments to communicate and address safety concerns throughout the City and ensure compliance with mandatory federal, state and local statutes.

Objective: Complete a minimum of twenty-four (24) Fire and Life Safety Inspections during the year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
# of Fire & Life Safety Inspections conducted	35	25	25

Objective: Meet and communicate with the City's Safety and Wellness Committee a minimum of six (6) times during the year.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
# of Safety & Wellness Committee Meetings	8	8	8

Objective: Ensure the City files all Reports of Injury due to an alleged Workers' Compensation illness or injury to the Third Party Administrator (TPA) within three (3) days of receiving notice of the injury or illness.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
Avg # of days from date of notice until Report of Injury filed with TPA	1	1	1

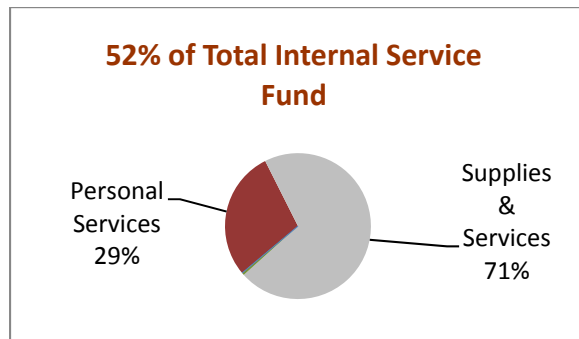
Objective: Ensure that all Workers' Compensation claims are filed with the State of Missouri within the mandatory 30-day reporting requirement.

	Actual	Fiscal Year	Fiscal Year
MEASURES	2008-09	2009-10	2010-11
# of Claims filed after the thirty (30) day reporting requirement	4	1	0

Service Center (Internal Service Fund)

Department Purpose:

This fund accounts for the operations of the City's central garage. Revenues are generated almost exclusively from billings to other City departments.



Department Mission:

The Service Center provides fleet maintenance for the City of Springfield. Therefore, we are committed to working with our customers by providing a safe, properly maintained fleet, thereby improving the municipal service provided to the citizens of Springfield. We will achieve our commitment through: integrity and pride of service by maintaining reasonable cost, minimum downtime and quick response for all maintenance and repairs, striving to make the repairs right the first time; cooperation and communications with one another and our customers to ensure a cooperative spirit, helpful attitude, and assistance in all phases of the fleet maintenance operations; continuous improvements of service through cost-effective use of professional staff, the municipal fleet, equipment, parts, fuel and physical plant; leadership and knowledge through employee training, development, shared responsibility and striving for excellence; and innovation in how we meet both present and future needs of our municipal fleet.

FY 2010-11 Budget Highlights:

- Three positions will be unfunded and remain vacant in fiscal year 2010-11.

Summary of Expenditures:

Expenditure	Actual		Adopted	
	2008-09	2009-10	2009-10	2010-11
Personal Services	\$ 1,074,400	\$ 1,100,000	\$ 1,100,000	\$ 1,119,000
Operating Supplies & Services	2,560,740	2,760,000	2,760,000	2,760,000
Capital Outlay/Improvements	12,191	15,000	15,000	21,000
Transfers	-	-	-	-
	<u>\$ 3,647,331</u>	<u>\$ 3,875,000</u>	<u>\$ 3,875,000</u>	<u>\$ 3,900,000</u>
Per Capita	\$ 24.15	\$ 25.66	\$ 25.66	\$ 25.83

Service Center (Internal Service Fund)

Personal Services Summary:

BY DIVISION	2008-09	2009-10	2010-11
Service Center	22.4	22.4	22.4
	22.4	22.4	22.4

Performance Measures:

Goal: To maintain Service Center labor rates within a range of 77.5% to 82.5% of average private sector market rates as determine by annual surveys. Goal as Internal Service Fund is to establish service charges to fully recover operating and capital expenses while providing small contingency for unforeseen costs.

Objective: To maintain competitive rates as compared to private sector fleet maintenance providers in order to provide high quality, cost competitive services in an effective and efficient manner to city departments. The Service Center utilizes an industry standard "flat rate" by job when applicable to bill technician hours for repair work.

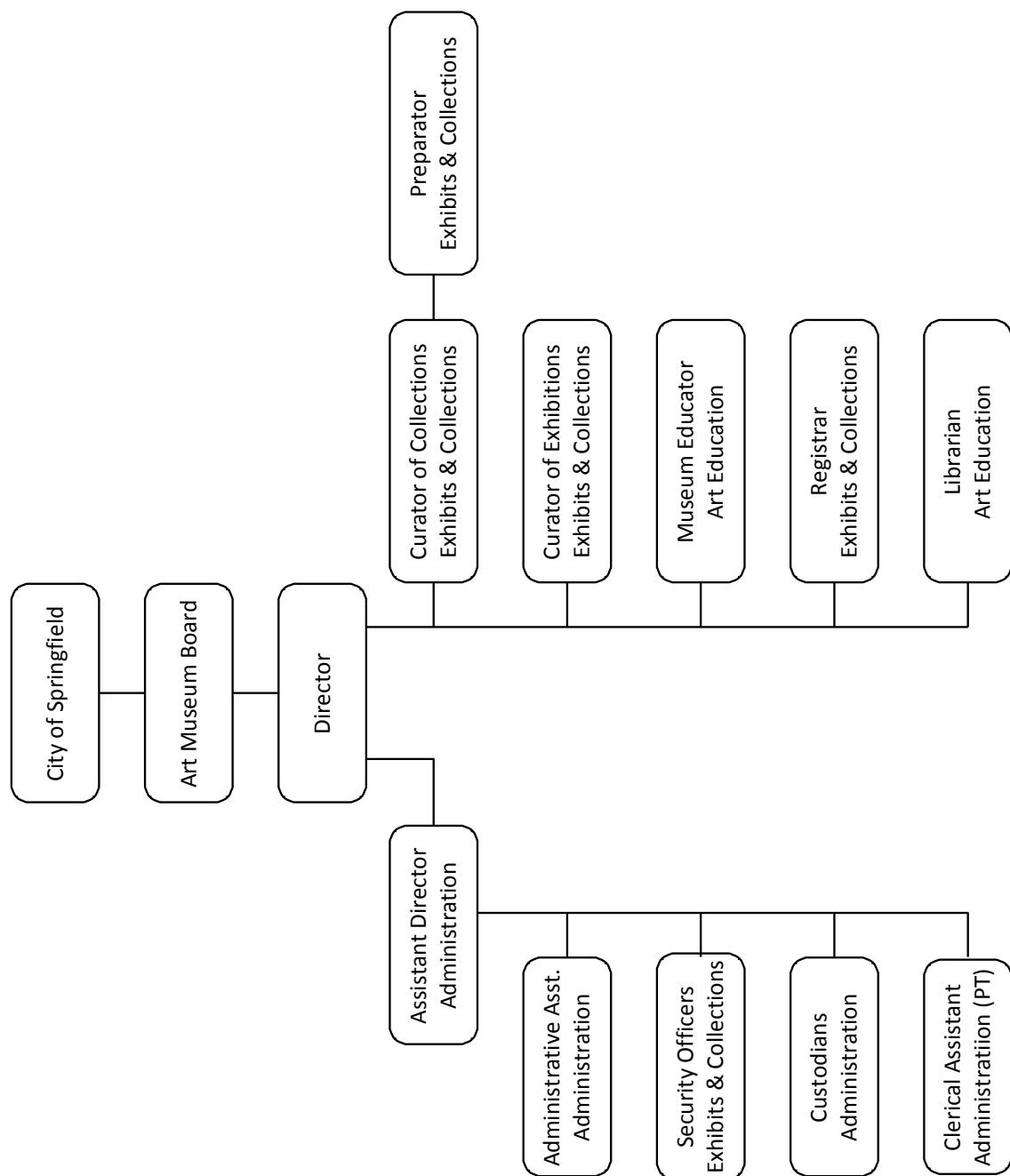
MEASURES	Actual 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11
Light & Regular Duty Equipment:			
Service Center Hourly Labor Rate	\$58	\$58	\$58
Service Center Hourly Labor Rate as % of Private Rates	73%	73%	N/A
Heavy Duty Equipment:			
Service Center Hourly Labor Rate	\$68	\$68	\$68
Service Center Hourly Labor Rate as % of Private Rates	73%	71%	N/A



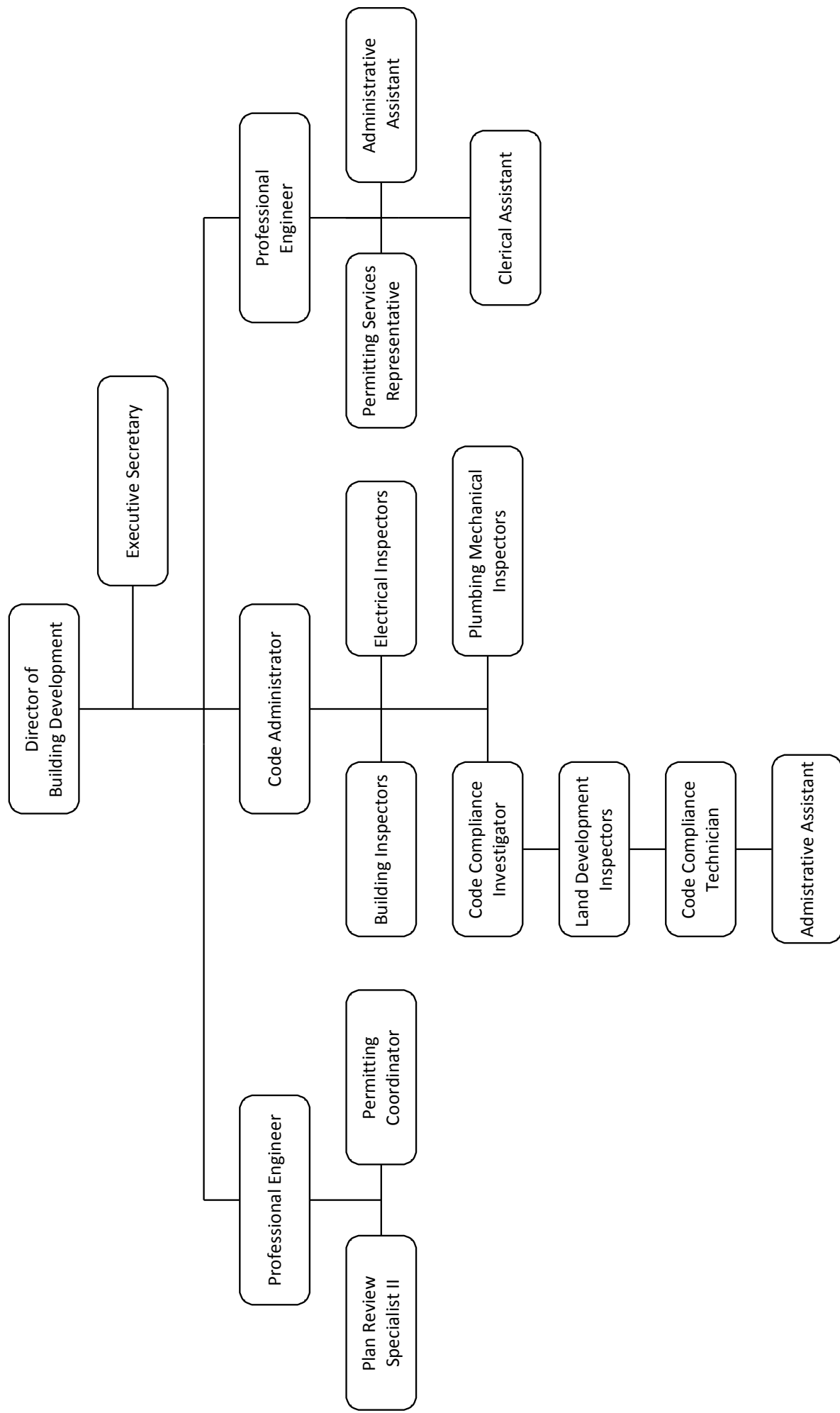
“Working with the Community”

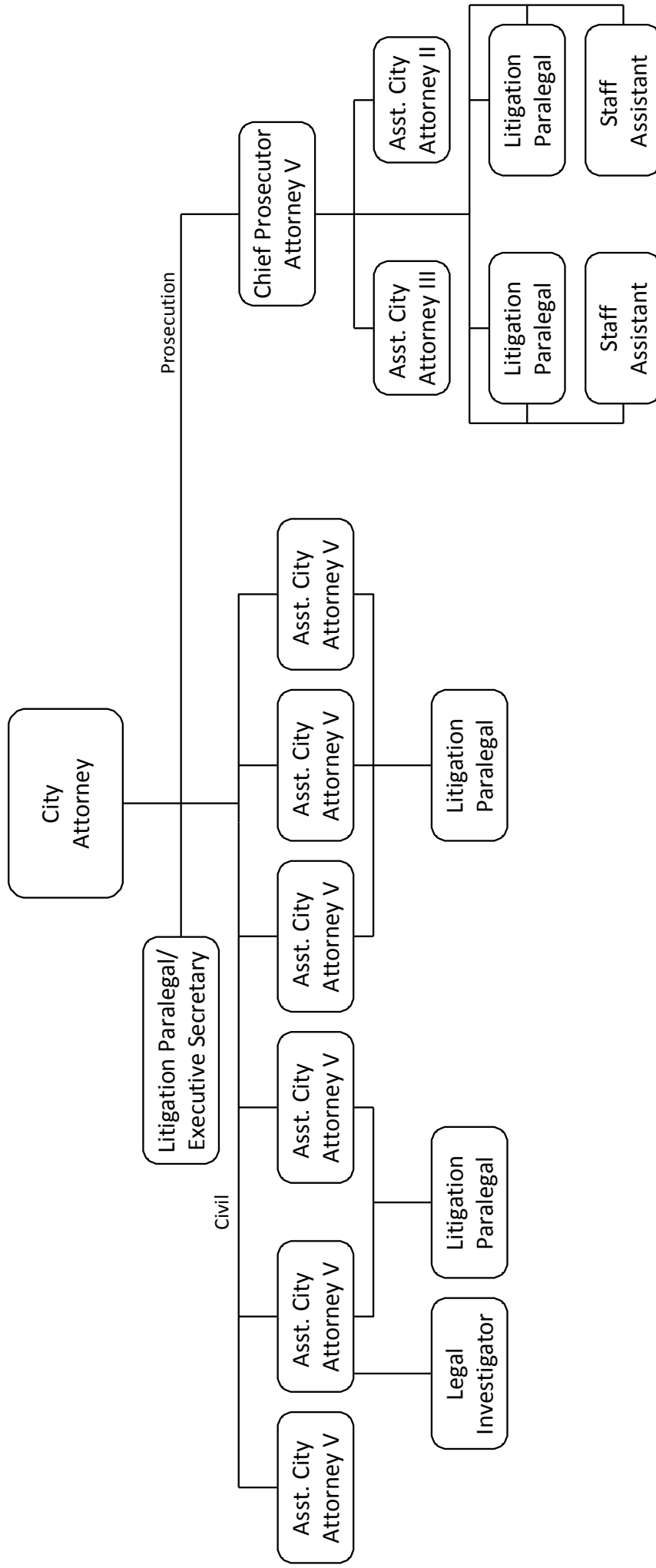


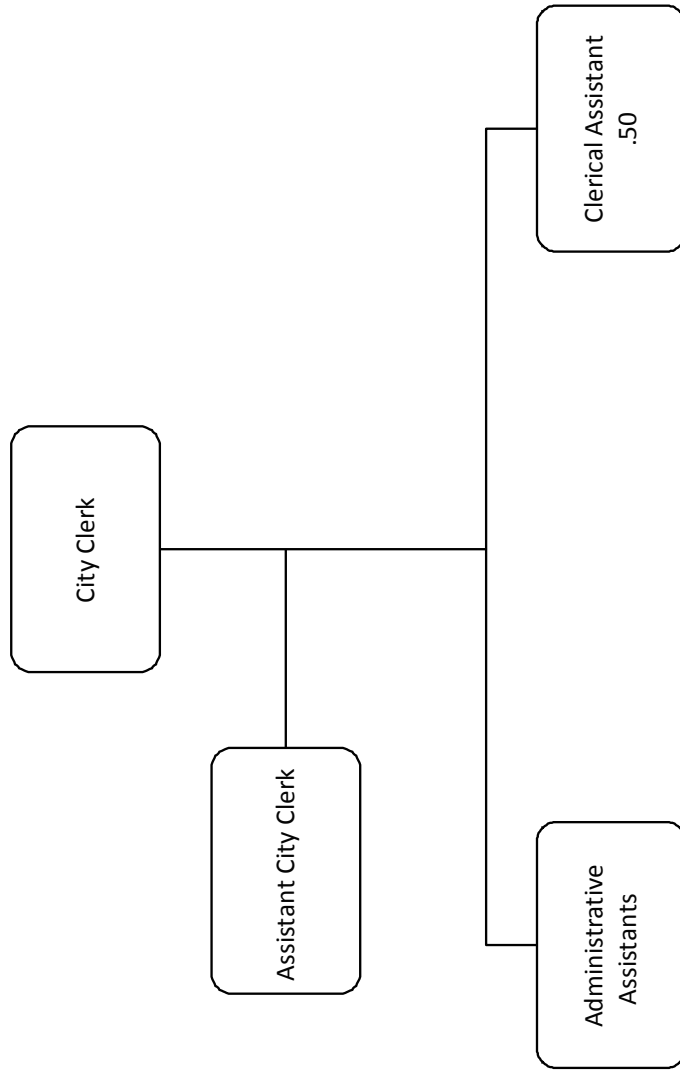
APPENDIX DEPARTMENT ORG CHARTS AND GLOSSARY



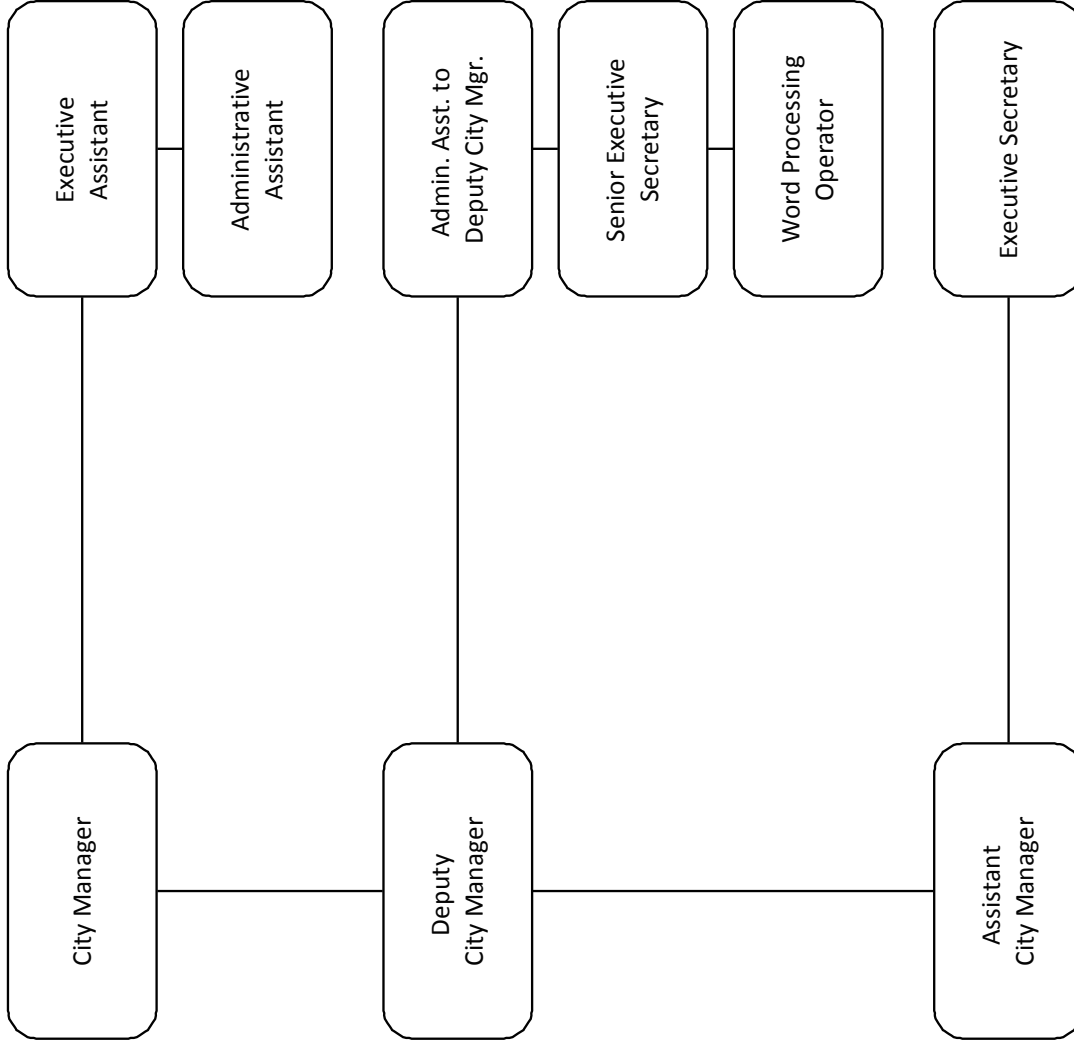
Art Museum



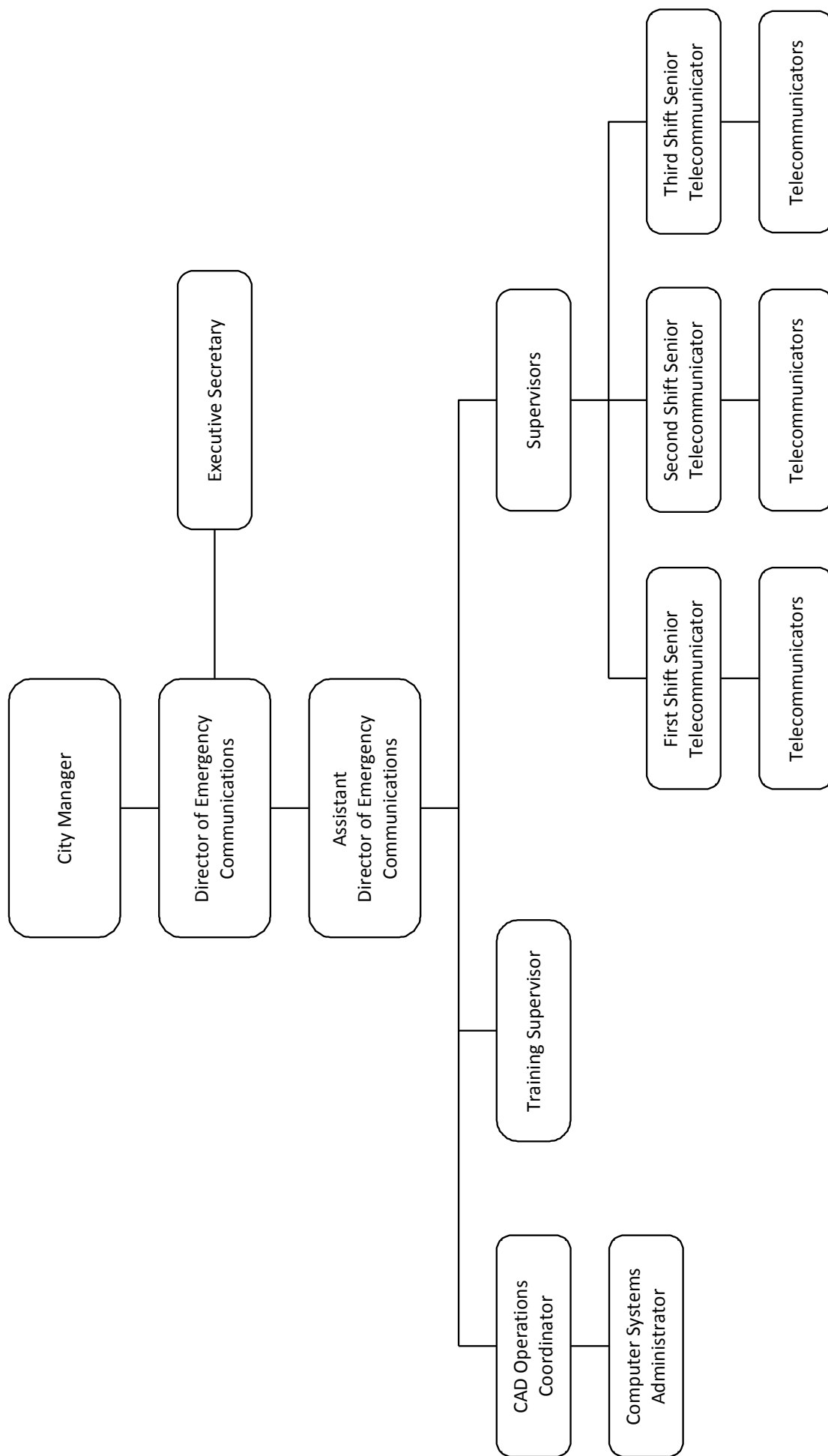




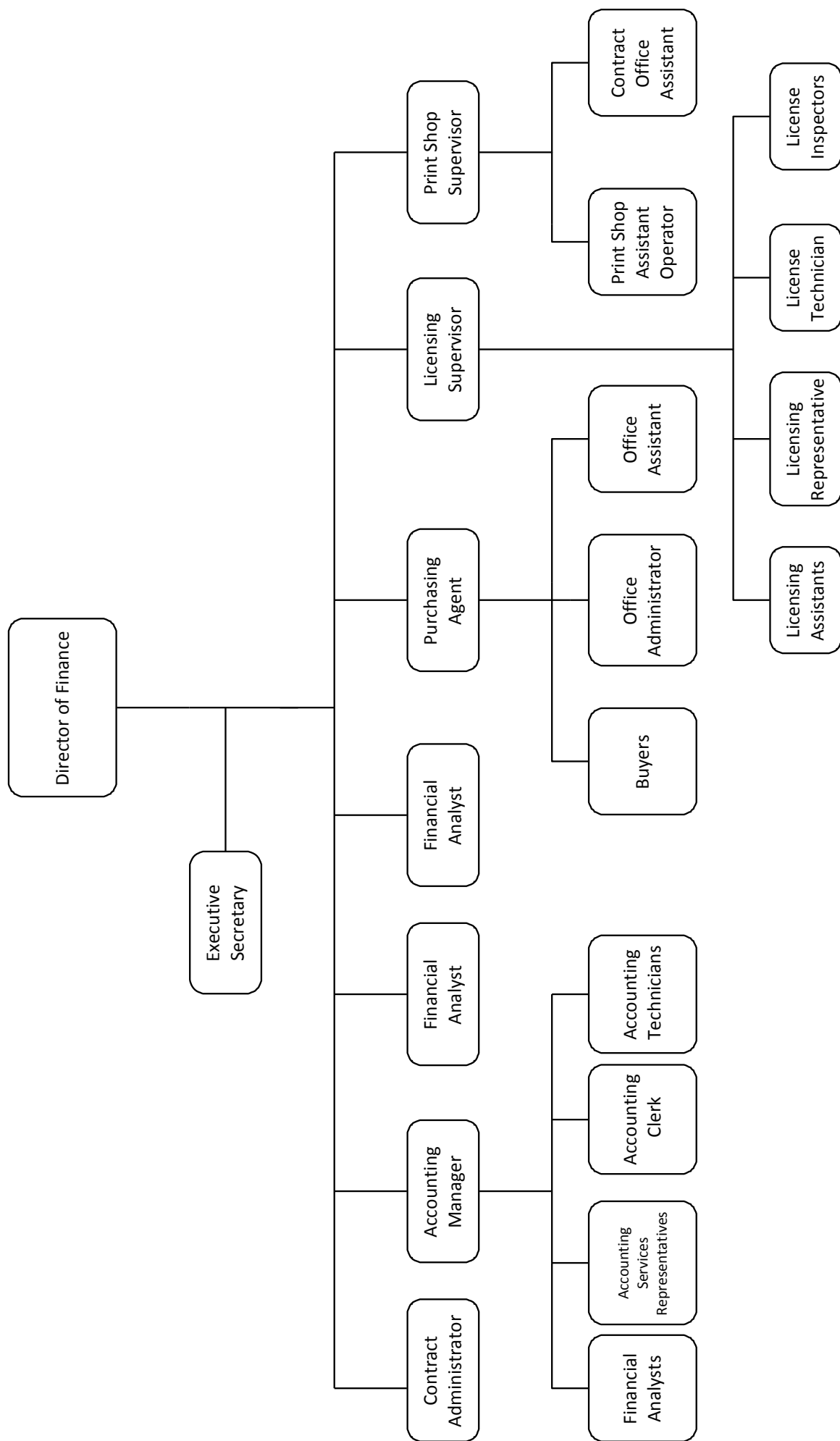
City Clerk



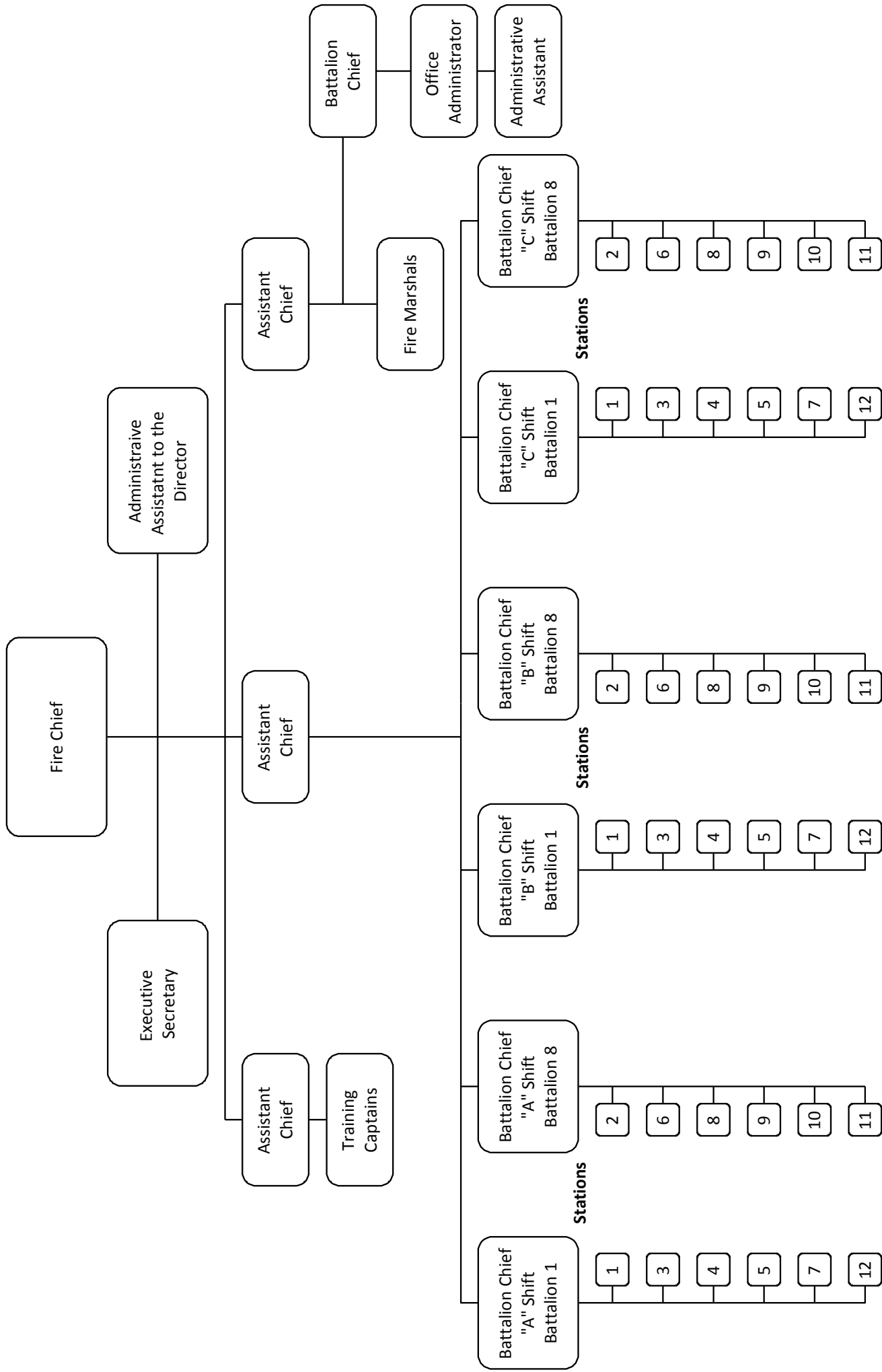
City Manager



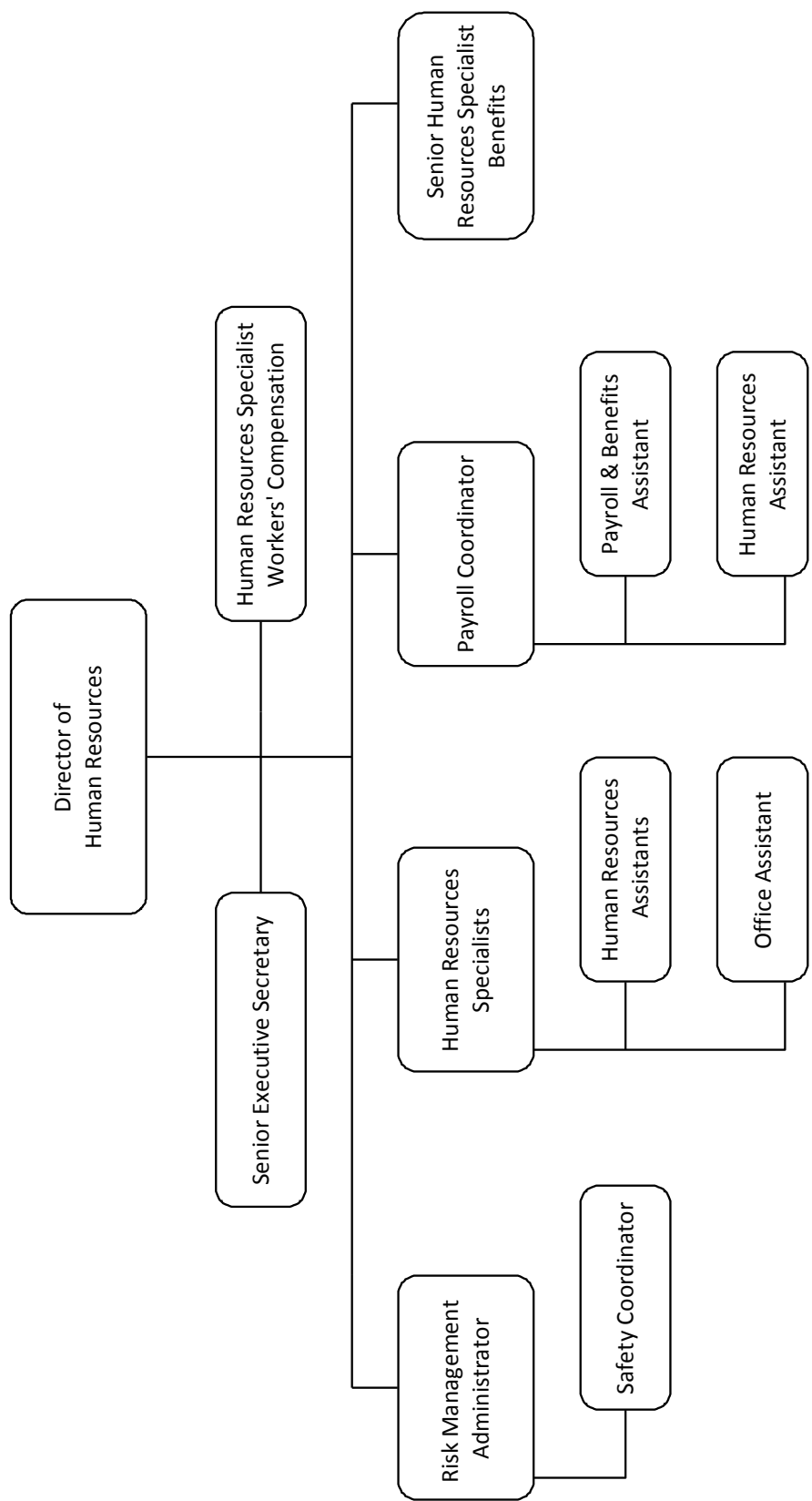
Emergency Communications



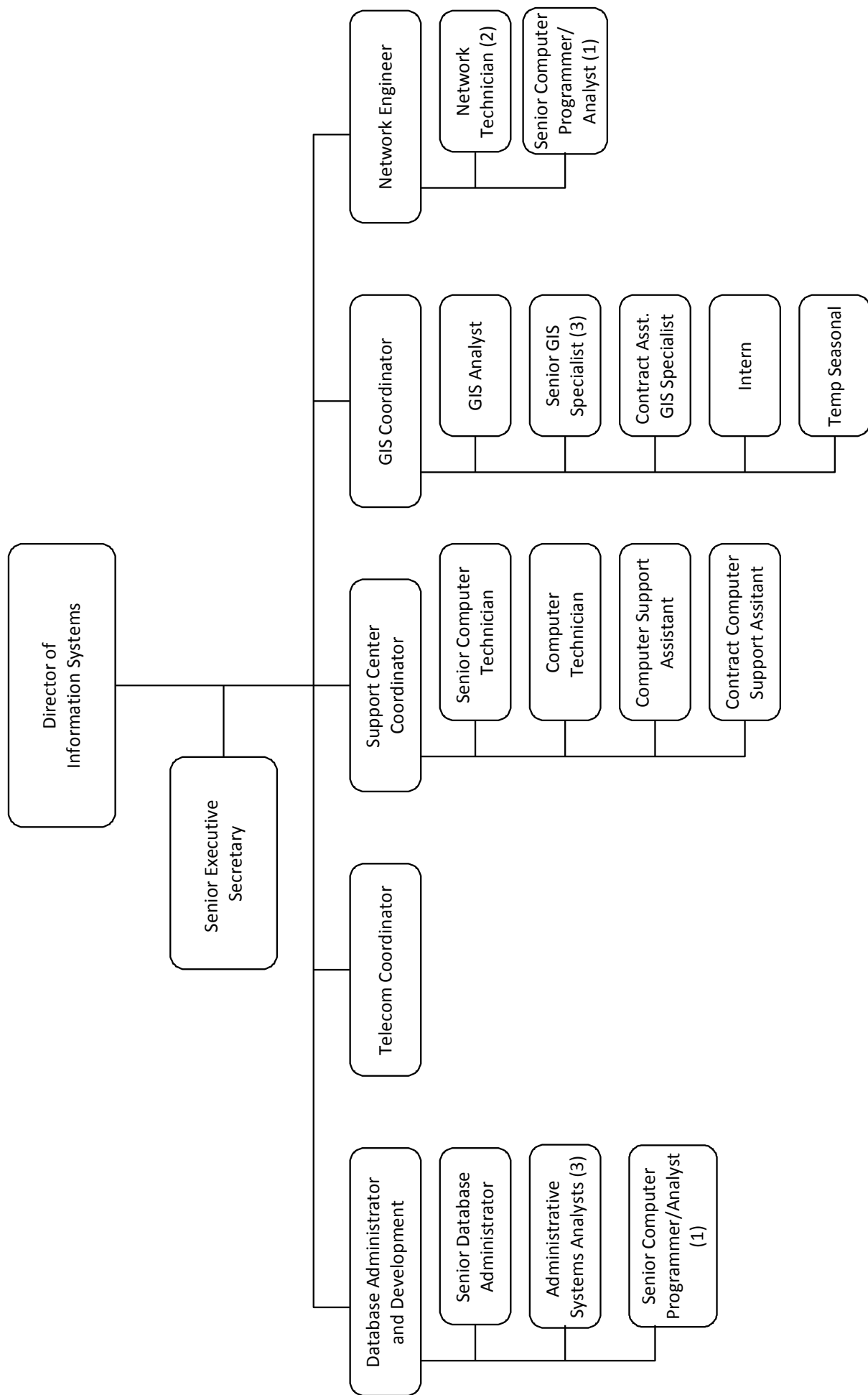
Finance Department



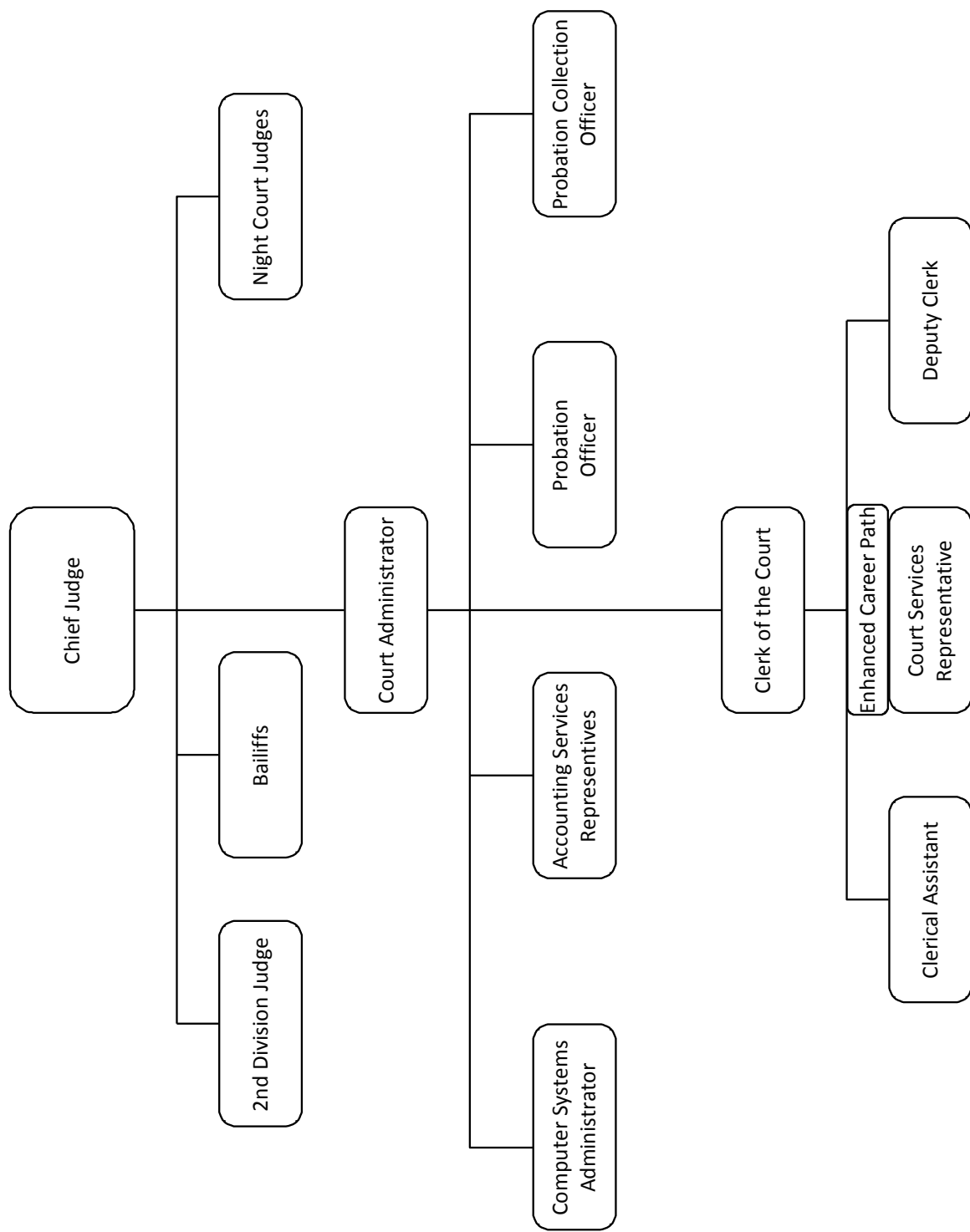
Fire Department



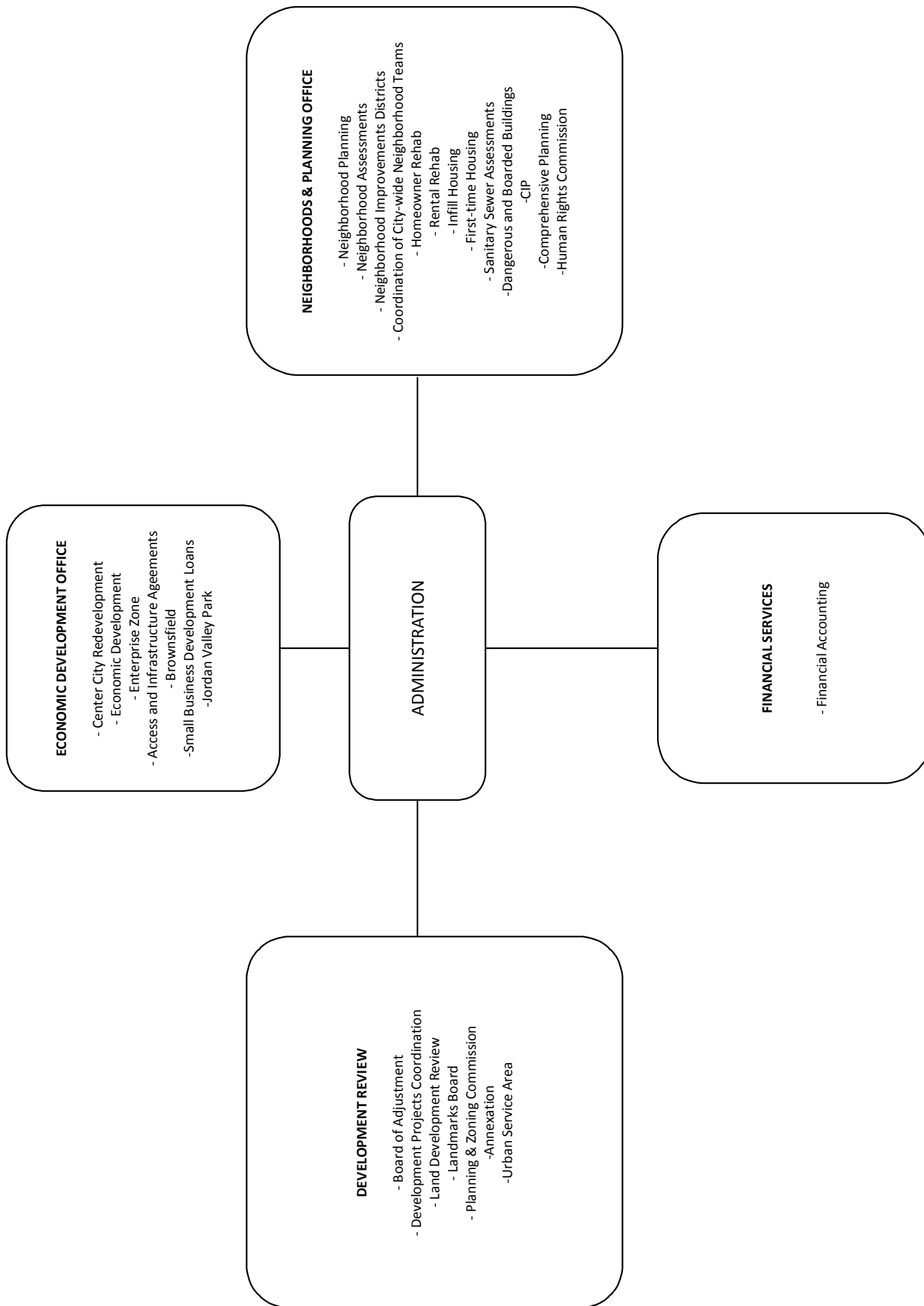
Human Resources



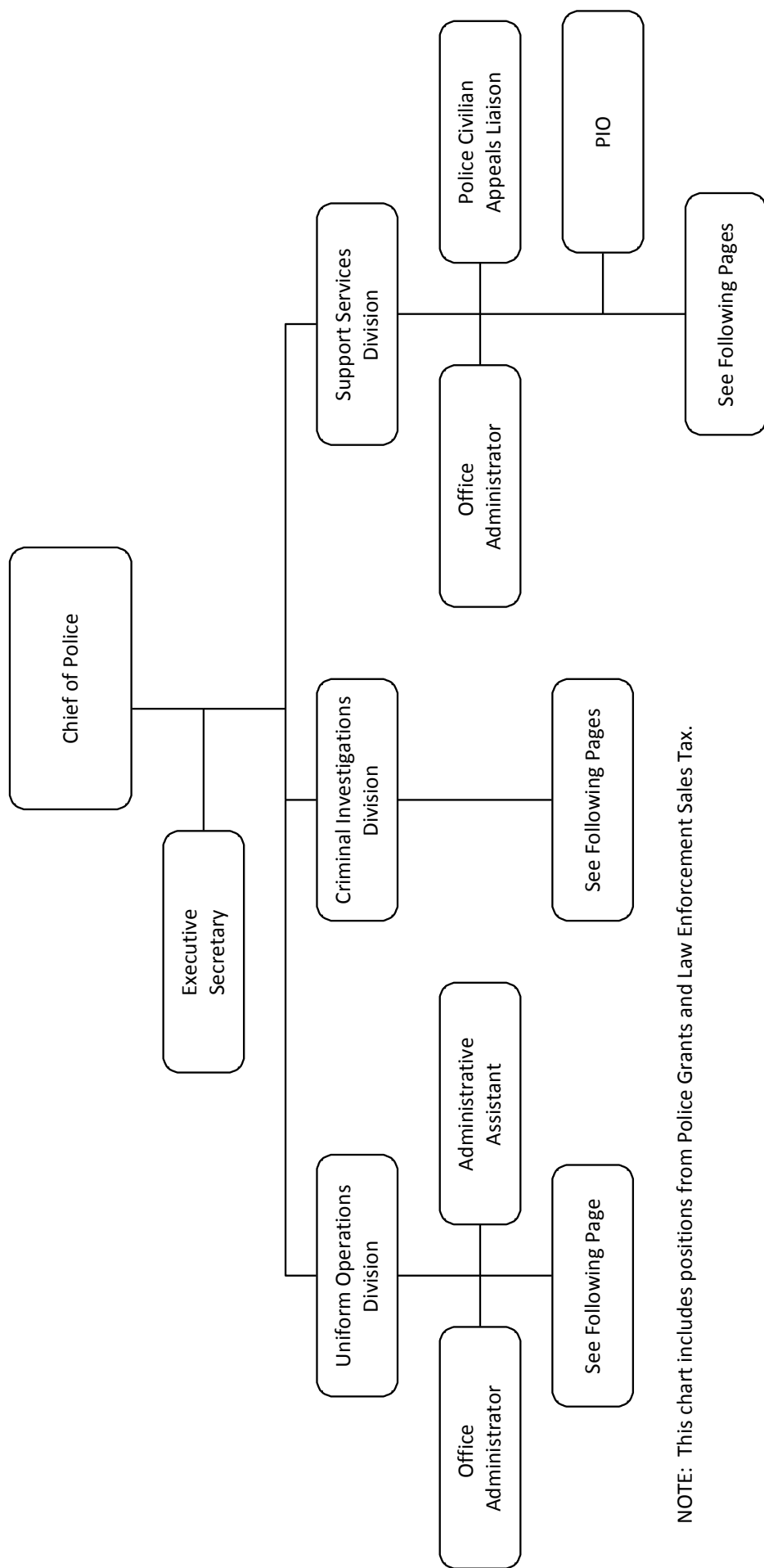
Information Systems



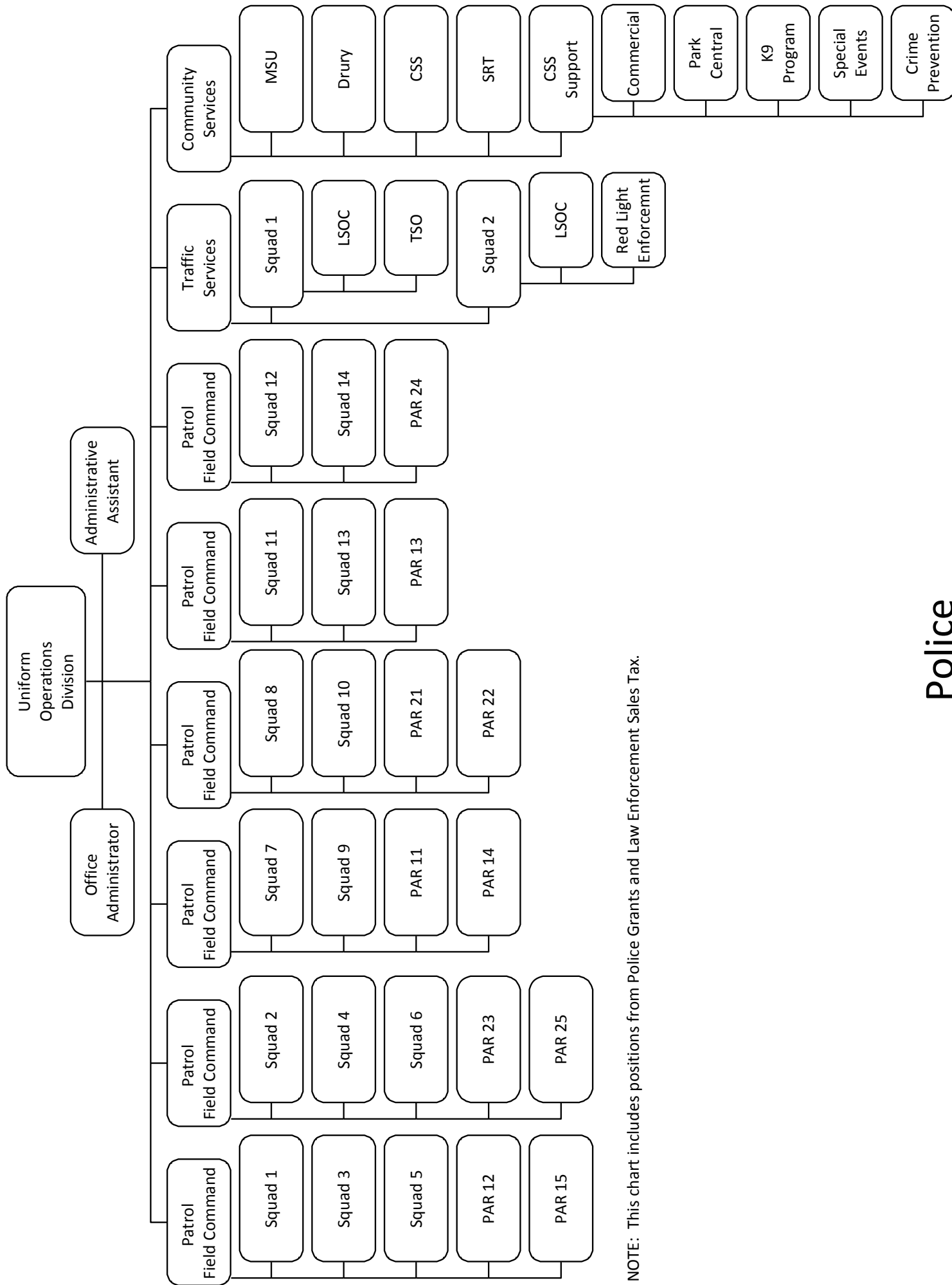
Municipal Court



Planning & Development

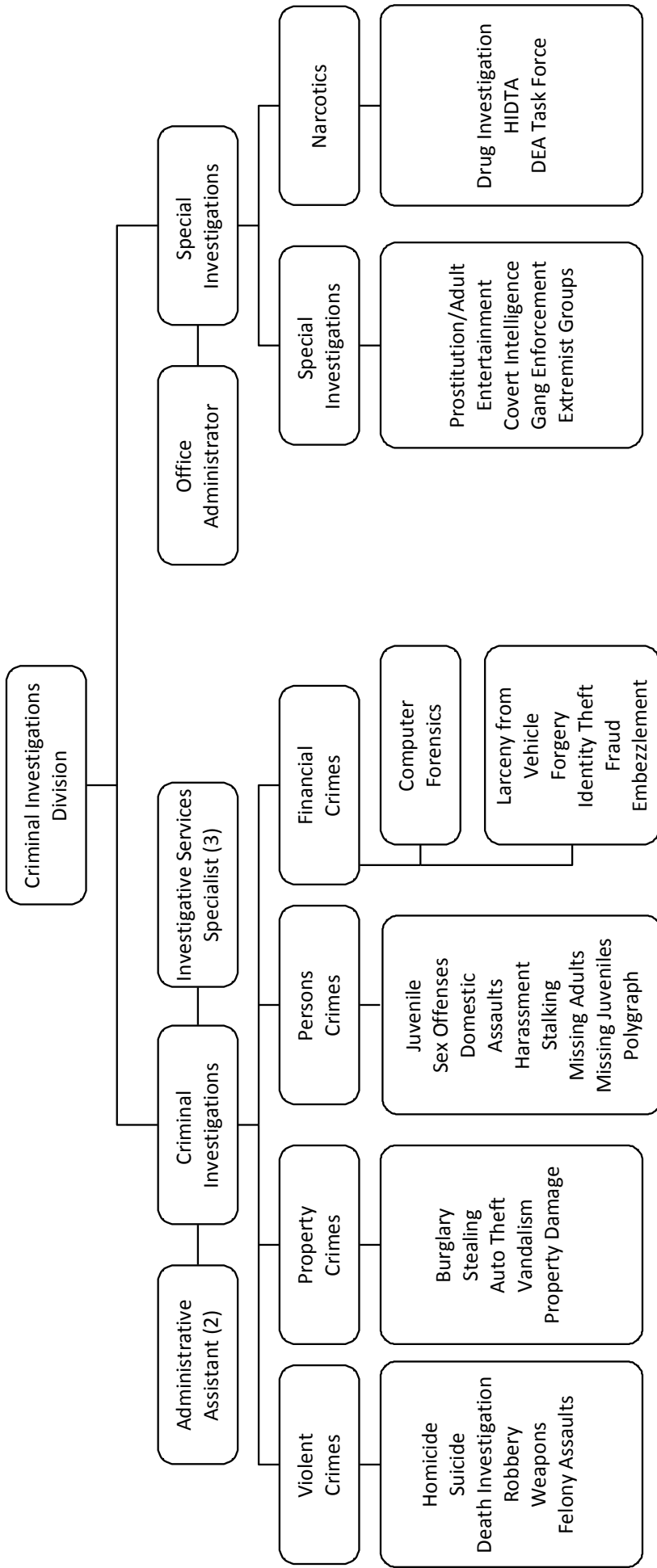


NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

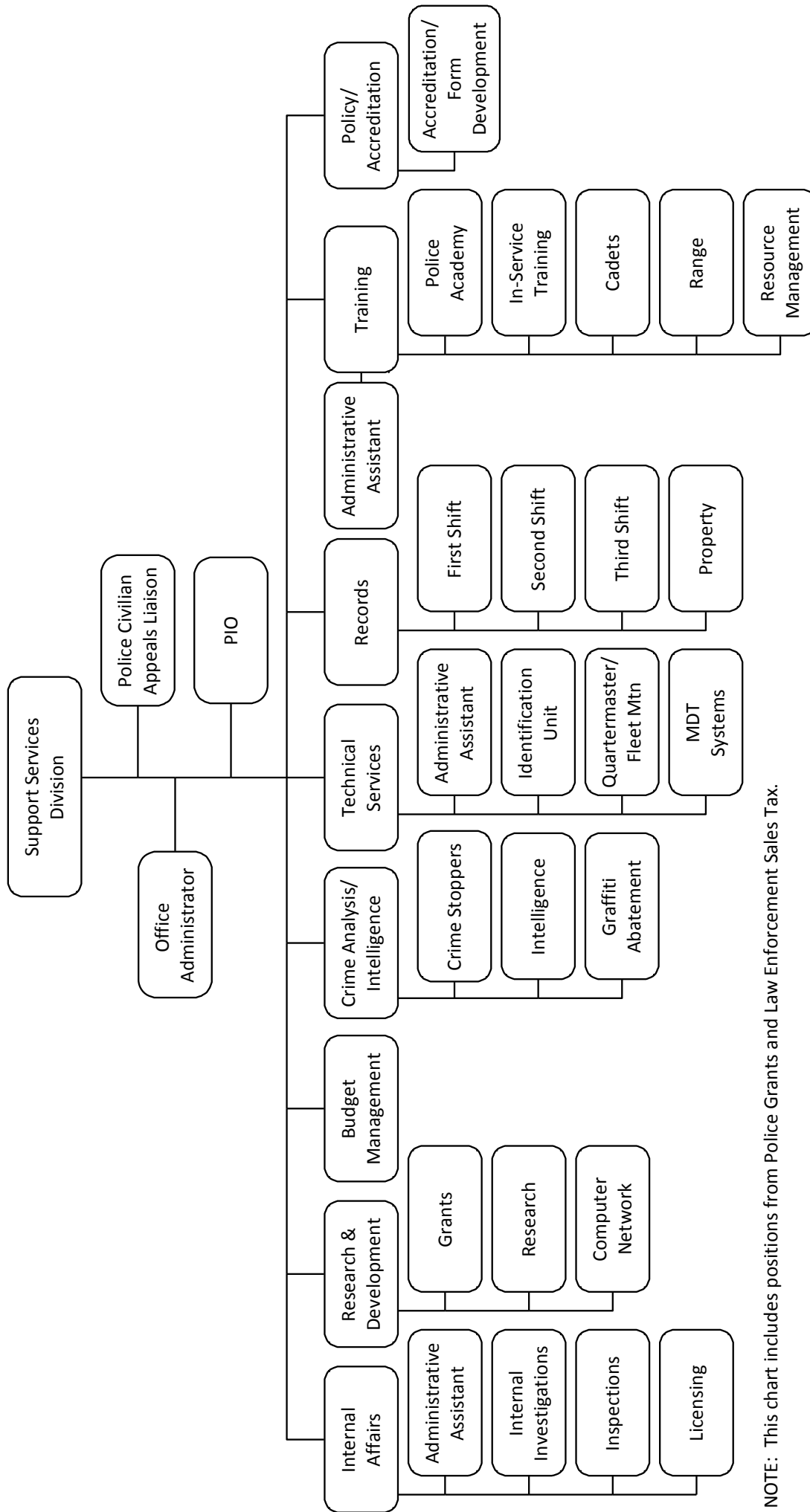


NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

Police

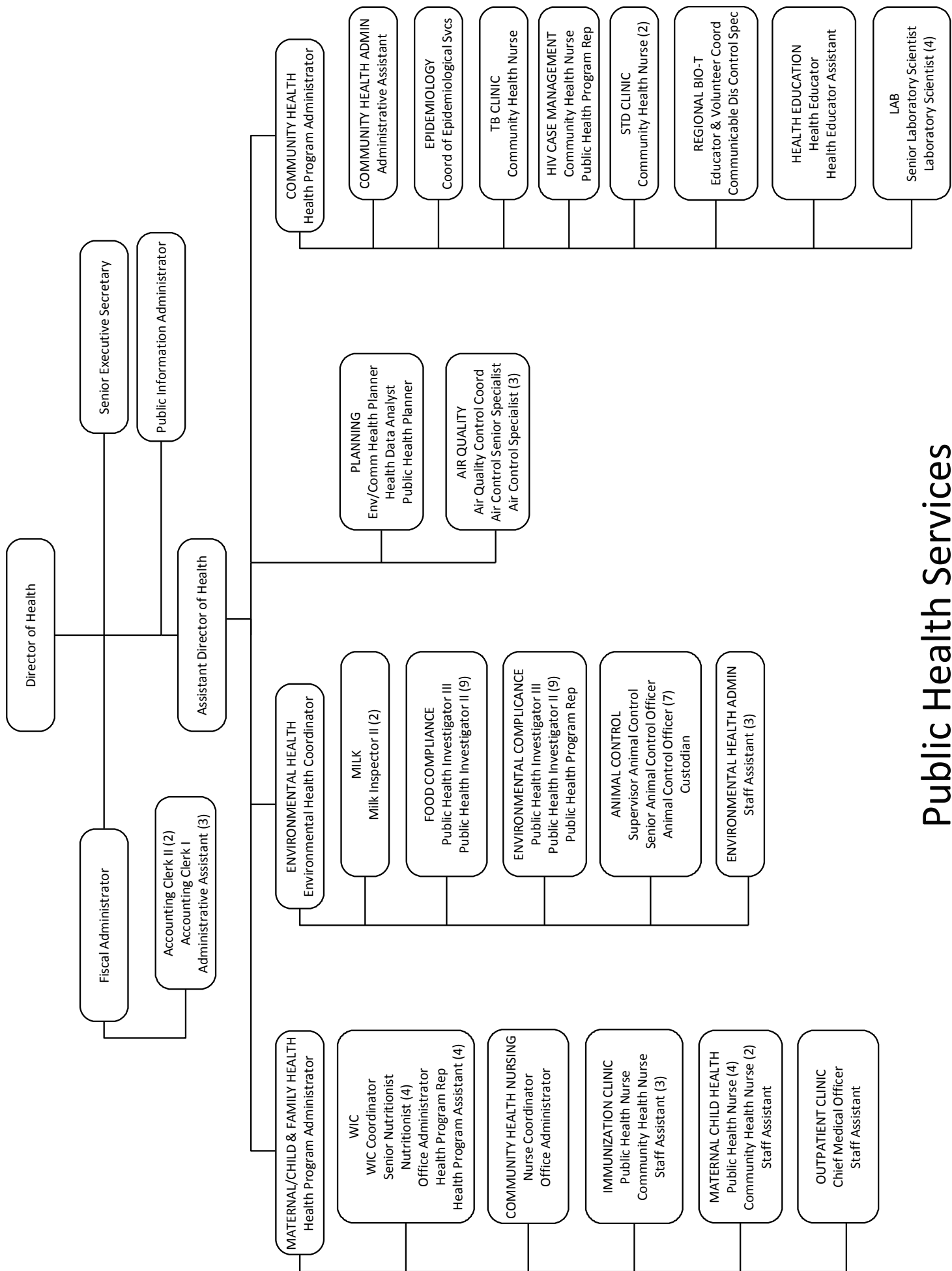


NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

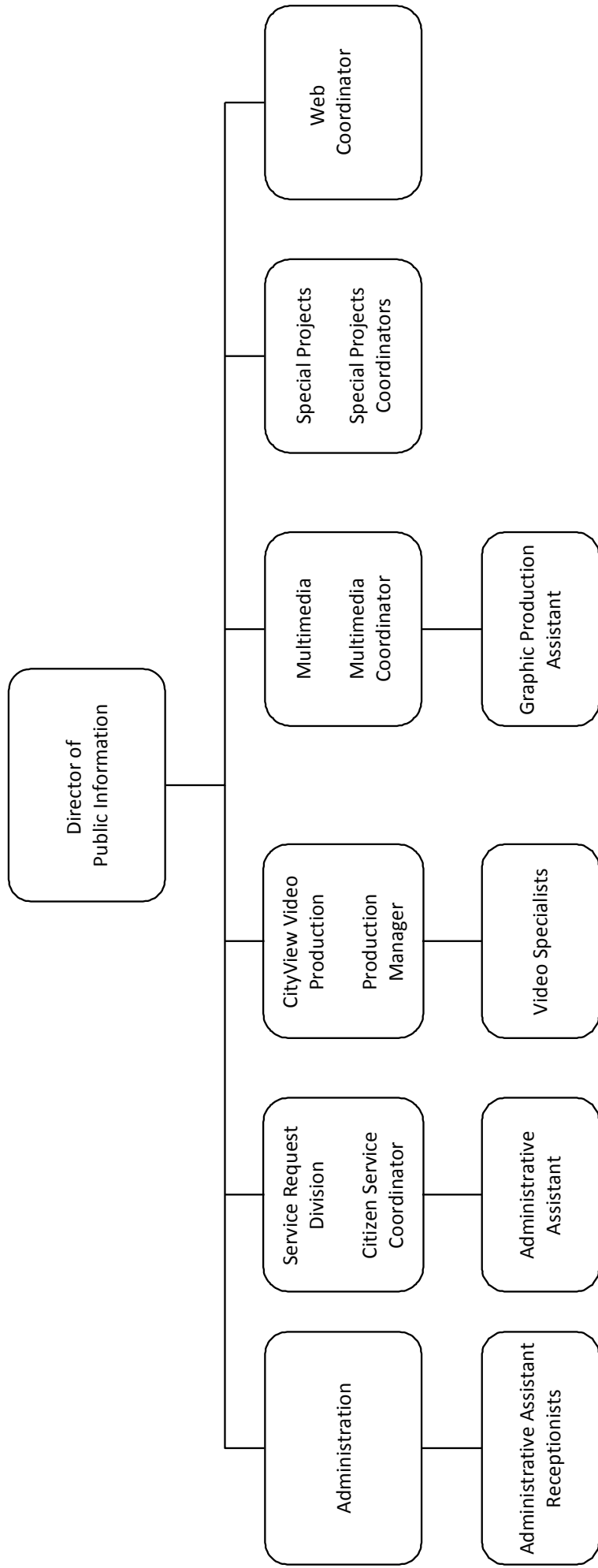


NOTE: This chart includes positions from Police Grants and Law Enforcement Sales Tax.

Police

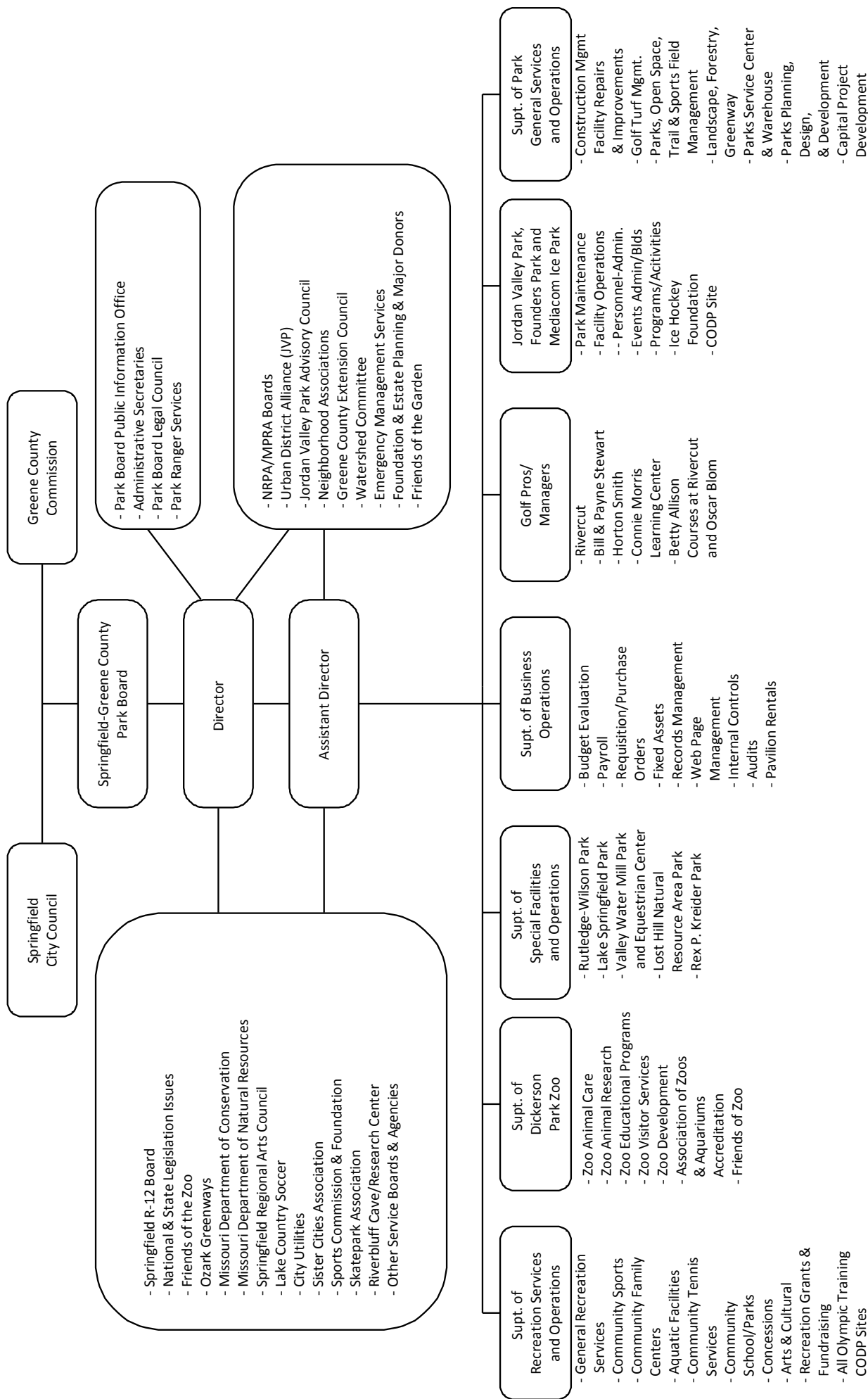


Public Health Services



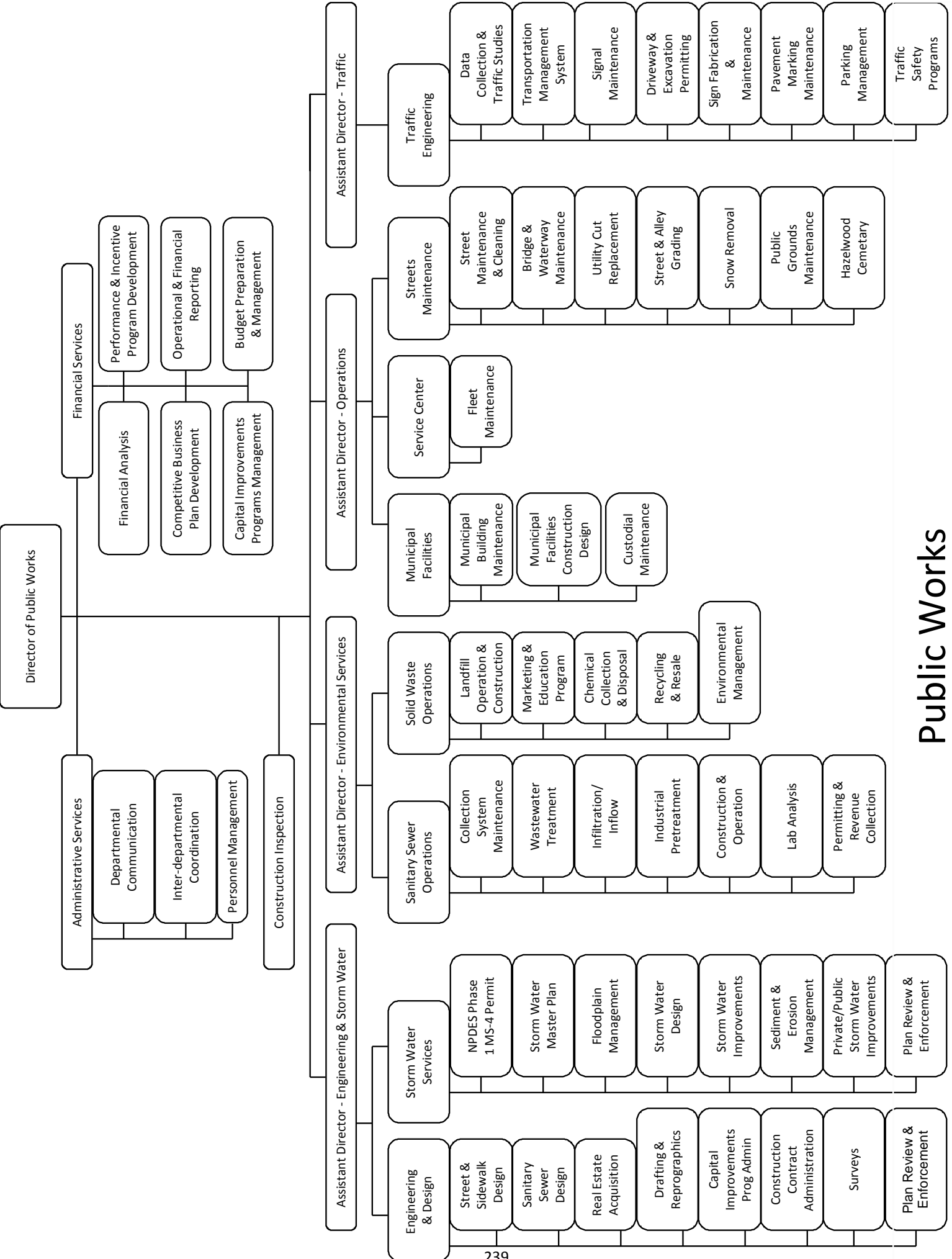
NOTE: This chart includes positions from Telecable Grant.

Department of Public Information

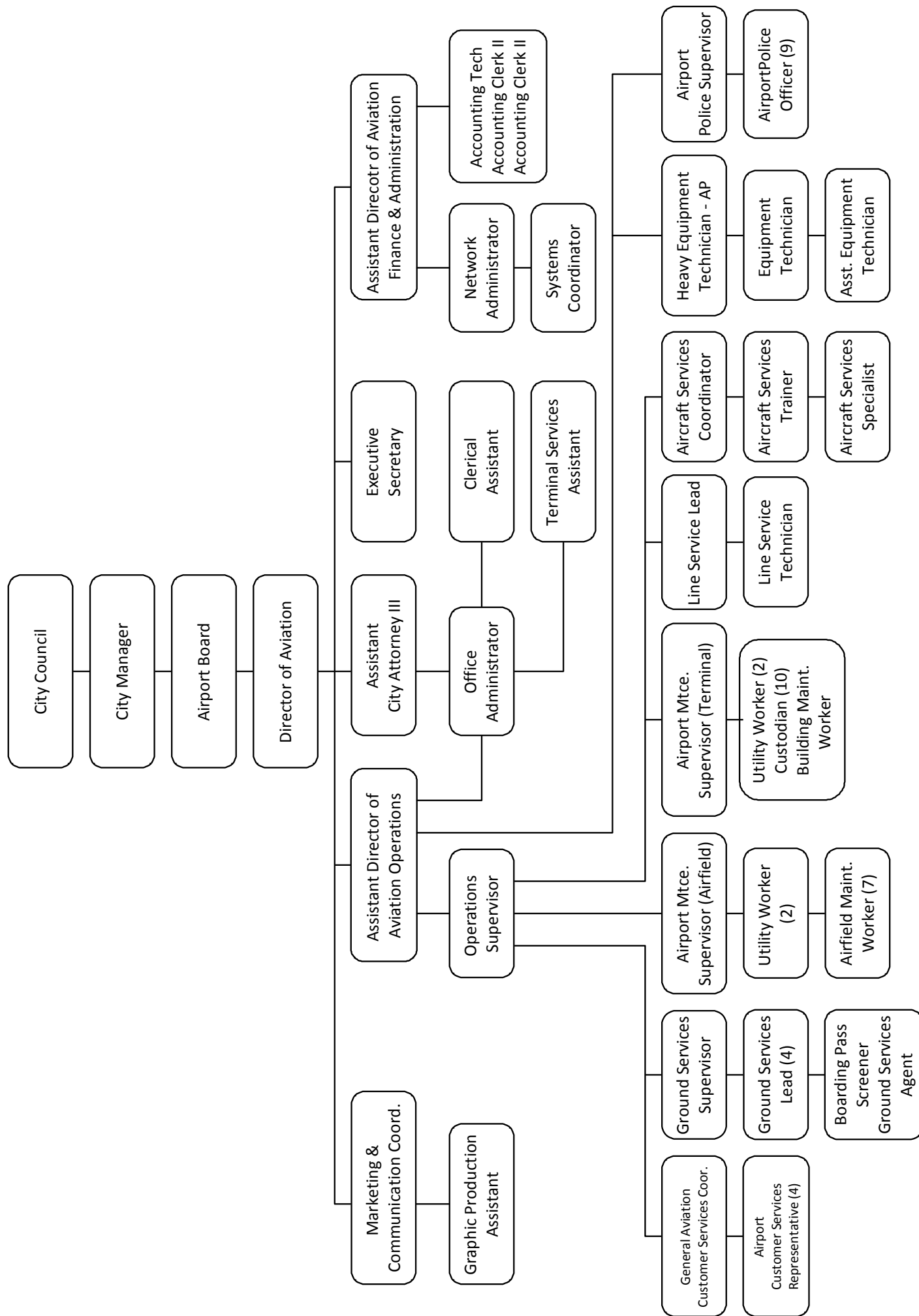


NOTE: This chart includes positions from County-Wide Parks Sales Tax

Public Parks - Springfield Greene County Park Board



Public Works



Springfield-Branson National Airport

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graph TD
    CLEO[Council of Local Elected Officials] --> CSO[City of Springfield]
    CLEO --> MSDWD[Missouri Division of Workforce Development]
    CLEO --> AOI[Alternative Opportunities Inc.]
    MSDWD --> WIB[Workforce Investment Board]
    WIB --> MAH[Mayor's Commission on Human Rights]
    WIB --> DWD[Department of Workforce Development - Title I Provider]
    WIB --> AAI[Administrative Assistant to the Workforce Investment Board  
(reports to Dept. of Finance)]
    DWD --> DWD_Head[Director of Workforce Development]
    DWD_Head --> AS[Administrative Services]
    DWD_Head --> CSC[Customer Service Center]
    DWD_Head --> IS[Information Systems]
    DWD_Head --> CAP[Career Assistance Program]
    DWD_Head --> AS_S[Adult Services]
    DWD_Head --> DWS[Dislocated Work Services]
    DWD_Head --> YETS[Youth Emp & Train Supervisor]
    AS --> AA[Administrative Assistant to the Director]
    AA --> WDS[Workforce Development Specialist (3)]
    WDS --> NS[Navigator Workforce Development Specialist]
    CSC --> ETS[Emp & Trng Supervisor]
    ETS --> R[Receptionist]
    R --> ETSI[Emp & Trng Instructor (AEL)]
    R --> ETSIC[Emp & Trng Instructor (Computer)]
    IS --> NA[Network Administrator]
    NA --> OA[Office Administrator]
    CAP --> ETS2[Emp & Trng Supervisor]
    ETS2 --> SA[Staff Assistant]
    SA --> WDS2[Workforce Development Specialist (10)]
    WDS2 --> AA2[Administrative Assistant]
    AS_S --> ETS3[Emp & Trng Supervisor]
    ETS3 --> AA3[Administrative Assistant]
    AA3 --> WDS3[Workforce Development Specialist (9.5)]
    DWS --> ETS4[Emp & Trng Supervisor Rapid Response Coord.]
    ETS4 --> AA4[Administrative Assistant]
    AA4 --> WDS4[Workforce Development Specialist (8.5)]
    YETS --> YSA[Youth Services Coordinator]
    YSA --> YA[Admin Assistant]
    YA --> IS_S[Intake Specialist]
    IS_S --> CM[Career Manager (6)]
    CM --> PC[Program Coordinator]
    PC --> JD[Job Developer]
    DWS --> AS_Rep[Accounting Services Representative (2)]
    AS_Rep --> AT[Accounting Technician]
    AT --> AS_Sup[Accounting Supervisor]
    AS_Sup --> AS_Svc[Accounting Service]
    AS_Svc --> Dof[Department of Finance]
  
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Glossary of Terms

A:

Accrual Accounting – A basis of accounting in which revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred.

Appropriation – A legal authorization granted by City Council to incur obligations and make expenditures for designated purposes.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

B:

Bond – A written promise to pay a sum of money on a specific date(s) at a specific interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance.

Budget Calendar – The schedule of key dates which the City follows in the preparation of adoption of the annual budget.

Budget Document – The compilation of the individual departmental spending plans for the various funds, along with supporting schedules, tables and graphs which, in total, comprises the annual revenue and expenditure plan.

Budget Message – The opening section of the budget from the City Manager, which provides the City Council and the public with a general summary of the most important aspects of the budget.

Budget Priorities – Requests made by departments during the budget process for items in addition to the department's base budget. Priorities may be projects or programs that the department would like to implement or provide to the community, as well as purchases of equipment or services that the department feels would be beneficial in providing

quality services to the citizens of the community. Additional personnel positions and contract employees are also requested as budget priorities. If a departmental budget priority is approved then funding is added to the department's budget for that fiscal year and upcoming fiscal years, if needed (in the case of ongoing projects or personnel additions).

Budgetary Control – The control or management of the organization in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and revenues.

C:

CFS – Calls for Service

CIP – Capital Improvement Program

Capital Assets – Assets with a cost of \$5,000 or greater and an estimated useful life of at least one year. Capital assets include land, buildings, improvements, equipment, and infrastructure assets such as roads, bridges, storm sewers and similar items.

Capital Project Funds – Funds set up to account for resources used for the acquisition or construction of major capital assets by a governmental unit, except those projects financed by an enterprise fund or by a special assessment.

City Council – The Mayor and eight Council members that collectively act as the legislative and policy making body of the City.

Community Development Block Grant (CDBG) – A type of federal grant to improve the infrastructure in low to middle income areas of the community. This includes loans to low and middle income families for housing rehabilitation. The management of this grant falls under the responsibility of the Planning Department.

Glossary of Terms

Contingency Fund – A budgetary reserve set aside for emergencies and/or unforeseen expenditures not otherwise budgeted.

D:

Debt Service Funds – Funds set up to account for the accumulation of resources and the payment of interest and principal on all “general obligation debt” other than that serviced by enterprise funds or by special assessments in another fund.

Department – An individual section within the City government having a specialized function or activity and a separate spending plan.

E:

Encumbrances – Obligations in the form of requisitions, purchase orders, and contracts which are chargeable to an appropriation and for which a part of the appropriation is reserved because the goods or services have not been received. When paid, the encumbrance is eliminated, and an actual expense is recorded.

Enterprise Fund – Funds set up to account for the acquisition and operation of governmental facilities and services that are intended to be primarily (over 50%) self-supported by user charges.

Expenditures – Decreases in net financial resources that include current operating expenses which require the current or future use of net current assets, debt services, and capital outlays.

F:

Fiscal Policy – A government’s policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and

programming of governmental budgets and their funding.

Fiscal Year – A 12-month period to which the annual budget applies. The City of Springfield has specified July 1 to June 30 as its fiscal year.

Fixed Asset – Assets of long-term nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

Full-Time Equivalents (FTEs) – Employee positions, which are authorized in the adopted budget, to be filled during the year. One FTE is equivalent to a 40-hour per week position.

Fund – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts.

Fund Balance – The excess of a fund’s current assets over its current liabilities. A negative fund balance is often referred to as a deficit.

G:

General Fund – A fund set up to account for the ordinary operations of a governmental unit that are financed from taxes and other general revenues. All transactions not accounted for in some other fund are accounted for in this fund.

Grant – A contribution by a governmental or other organization to support a particular function. Typically, these contributions are made to local governments from state or federal governments.

I:

Internal Service Funds – Funds set up to account for goods and services provided by designated

Glossary of Terms

departments on a (cost reimbursement) fee basis to other governmental units.

M:

Mission – A broad statement of the goals, in terms of meeting public service needs, that a department or organization is formed to meet.

Modified Accrual Accounting – A basis of accounting which is a mixture of accrual accounting and cash basis accounting. Expenditures are recognized when the liability is incurred and revenues are recognized when they become available and measureable.

O:

Operating Budget – The financial plan adopted for a single fiscal year. The “proposed budget” designates the financial plan initially developed by departments and presented by the City Manager to the City Council for approval. The “adopted budget” is the plan as modified and finally approved by the City Council. The adopted budget is authorized by ordinance and thus establishes the legal spending limits for the fiscal year.

Organization Chart – A flowchart or picture representation of the employee positions within a department and the hierarchy related to those positions.

Ozark Greenways – A citizen’s group dedicated to the preservation of greenspace through the creation of linear parks.

P:

Performance Measures – Specific quantitative measures for work performed within an activity or program.

Projected Revenues – The amount of estimated revenues to be collected during the fiscal year.

R:

Resources – Total dollars available for appropriation including estimated revenues, transfers, and beginning fund balance.

Revenues – All amounts of money received by a government from external sources other than expense refunds, capital contributions, and residual equity transfers.

S:

Special Revenue Funds – Funds set up to account for revenues from specific taxes or other earmarked sources that (by law) are designated to finance particular activities of government.

T:

Tax Increment Financing District (TIF) – A geographical area or district created under Missouri law to encourage development of the area within its boundaries by the reinvestment of half of the incremental tax growth generated by property value increases and new development within the district.

Tax Levy – The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

TV23 – The City of Springfield’s Government Cable Channel.

W:

Watershed Committee of the Ozarks – A non-profit corporation whose focus is to preserve and improve the water supplies of Springfield and Greene County through education and effective management of the region’s watersheds.